

SOCIAL SCIENCES

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OF THE PUBLIC RELATIONS  
SOCIETY OF AMERICA

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APRIL, 1950

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## **PUBLIC RELATIONS IN GREAT BRITAIN**

By ALAN HESS

## **PUBLIC RELATIONS AND THE CHANGING CONCEPT OF SECURITY**

By ALEXANDER R. HERON

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## THE PUBLIC RELATIONS JOURNAL OF THE PUBLIC RELATIONS SOCIETY OF AMERICA

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# PR JOURNAL

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## Titles or Talent?

THE LATE Justice Oliver Wendell Holmes once stated that men were divided into three groups — those having one-story intellects, those having two-story intellects, and those having three-story intellects with skylights. Our field of public relations — struggling forward, growing, striving for professional stature — needs more three-story men; those whose best illumination comes from above, through the skylight; who are constantly seeking and applying new ideas and methods toward meeting the complex human relations issues that constitute major problems in public relations.

None of these men carry the title "Expert in Human Relations."

Many of them bear titles that in no way reveal their high degree of skill and responsibility in public relations.

If our Society is to continue to grow in stature and influence, ways must be found to draw these effective public relations workers into PRSA membership. It is not difficult for any one of us to spot, as a membership prospect, one who bears a title of "Director of Public Relations," "Vice President of Public Relations" or the like. But when such a descriptive title is lacking, the search is not so easy. Yet the future of our Society depends upon our success in ferreting out the talent rather than the title; the measure of the man rather than the label he bears.

"In the last few years top executives have been chosen largely, and sometimes exclusively, because of their understanding of and their competence to handle human problems," points out Pendleton Dudley in *Your Public Relations*. Many of the men he cites as examples of this fact do not carry reference to public relations in the titles they bear.

Several letters recently have been directed to the Society's headquarters and to the Eligibility Committee questioning the admission to membership of certain individuals. In each case the "bone of contention" was the title the man wore. He was judged by the quality of his overcoat rather than that of his long underwear. "How," the queries ran, "can a 'General Manager' or an 'Associate Professor of Business Administration' or a 'Director of Industrial Relations' be eligible for PRSA membership?" The answer is, of course, so obvious that it should not be necessary to dwell long upon it. Membership eligibility is determined through a careful and thoughtful study of the applicant's *experience*; the work he has done and is doing and its relation to that falling within the province of public relations.

When a public relations *title* becomes the major criterion

for measurement of membership eligibility then "God help us." And we voice a sincere prayer that our field — devoted as it is to building greater understanding among men; to the recognition of the sanctity and dignity of the individual — may never develop any "caste system" such as that which has scourged some of the older professions.

When our Society, and the field it represents, achieves greater maturity; when the public relations activity becomes generally known; when a code of professional practice is perfected and widely published; when the charlatan finds it no longer possible to wear the mantle of public relations, then, and only then, will the "title" carry real weight and significance.

The writer, out of his own personal experience, can cite numerous cases of individuals who (and for a period of five years or longer) call themselves "Public Relations Counsel" but have not the slightest qualifications for their preempted titles. If anyone questions that such is the case he is invited, during his travels across the country, to visit some of the self-titled public relations consultants he will find listed in the classified sections of the telephone directories.

On one recent trip your editor, wishing to widen his acquaintanceship among those in public relations, selected for visitation several persons from the classified directory in a major city enroute. His first call took him to a shabby office building, through still shabbier halls, to a dingy, ill-lighted cubicle, the door of which bore lettering informing him that this was the office of "John J. Doe, Public Relations Consultant." Upon entering the office he was greeted by a harri-dan who said: "Mr. Doe is out. What do you want? A divorce?" Little checking was required to reveal that Mr. Doe's only activity was and had been for many years that of a "private eye" specializing in marital cases. Human relations? Public relations? But his "title" was in public relations and for more than five years too.

Then there is the note in the March issue of a prominent sports publication about a famous California race horse . . . "probably the first race horse," states the article, "with a personal public relations counsel."

Let's not be concerned about titles, as such. Let's *do be concerned* about *talents*; about the calibre of the man and his work; about his public relations philosophy and his character and his ethics; about his demonstrated ability in this field and how he is regarded by his colleagues.

—V. L. R.

# PUBLIC RELATIONS IN GREAT BRITAIN

By ALAN HESS

Public Relations Officer, The Austin Motor Company, Limited  
Vice President of the Institute of Public Relations  
Birmingham, England

IN ATTEMPTING to portray the growth and development of public relations activity in Great Britain, the first thing which strikes the writer is the almost entire absence of any literature on the subject to which he may refer.

This is not because the craft is new to this country but rather because it has only become known as public relations in very recent years.

Before the last war a great deal of highly efficient service was being rendered in this field by men like Sir Stephen Tallents — at that time acting for the General Post Office — and others; but their activities, although essentially public relations as we know them today, then came under the head of publicity.

There were in existence, too, a number of conscientious and sensitive free-lance public relations practitioners who, for want of the right title, described themselves as press agents, publicity consultants and by other equally misleading titles.

It must not be assumed from this that the two-way function of true public relations work was not appreciated and practised. Indeed some fine work was being accomplished in this field, but because the name "public relations" had not gained currency there is no quotable record of these activities.

It was early in the war that — perhaps following the lead of President Wilson in World War I — the British Govern-

ment created the first real public relations organization in Britain.

Since that time, the craft has expanded until today it is a generally (though often grudgingly) accepted feature of modern life.

Its growth has not really been so rapid as many suppose, however, for in reality it was always a part of our society but being a rose known by various other names it had not been smelt.

Today its aroma is accorded a mixed reception. Some find its fragrance challenging and exhilaratingly heady. To others it just stinks. To the latter must be ascribed a resentment born of ignorance for they regard public relations as some new-fangled mumbo-jumbo whose aim is to regiment society and, so, destroy the Englishman's sole remaining cherished possession — the obstinate illusion that he still enjoys personal freedom!

## Public Relations Not New But Age-Old

It is all part of the common fallacy existing in Britain which presumes the craft of public relations to be a recent development. In fact it is age-old. It is, in the jargon of the Stud Book: — "By applied intelligence out of publicity." Without wishing to be irreverent, I would say it dates from the occasion upon which Moses descended from the Mount and pronounced the Commandments of the Lord.

What is new about public relations in Britain is an awareness of its existence as a factor extrinsic from the more generally recognized aspects of publicity.

And the imperfect and constricted knowledge of it which is held by the majority of Britons leads not merely to a distorted idea of its true function but worse, to an actual hostility towards the craft and its practitioners.

It is the old story of men fearing and mistrusting that which they do not understand. And in the case of public relations, this mistrust is deliberately fostered by certain irresponsible sections of the British Press.

To American public relations men and women, this may well appear incredible, so let me try to give some of the reasons why in Britain, this ancient craft is still regarded so immaturely.

To begin with, war-time public relations officers frequently had to act in a manner distasteful to them in order, for security reasons, to prevent matters with a genuine news value from being published. Thus, editors came to look upon service and governmental public relations officers as a barrier between them and truth.

Since the war, it must be confessed, a number of government public relations officers have behaved in much the same way, not from security, but purely for political motives. These men are execrated by all of us who believe that public relations has a duty to mankind — the more so, because we are all tarred with the same brush in the eyes of the uninformed. Some editors feel, in addition, that the P.R.O. system discourages initiative on the part of their reporters.

Again, very many press agents and cheapjack stunt men and "pufficity merchants" unjustifiably style themselves public relations officers and their dubious machinations tend to bring dishonour and mistrust upon the whole craft.

## Further Disparity

Yet again, the true practise of public relations is so little understood in Britain that one finds wholly extraordinary and divergent views in industry and in government circles on the kind of salary which a competent public relations officer is entitled to command. Thus, a first-grade industrial P.R.O. may well earn anything up to £8,000 a year whilst a local government man doing work of equal scope but carrying, admittedly, less responsibility is often paid little more than one-twentieth of this amount. The obvious result of this is a wide disparity of merit within the ranks of British public relations officers.

These anomalies and admitted malpractices have been seized upon by a few editors who believe that *all* public rela-

**EDITORIAL NOTE:** Alan Hess is Public Relations Officer of the Austin Motor Company, Ltd. of England and Vice President of the Public Relations Institute of Great Britain. In his present position with the Austin Motor Company he has headed up a world-wide public relations program for the past four years. He is currently Motoring Commentator for the British Broadcasting Corporation; and has a wide background of interest and public relations work in automobile racing circuits.

When the British Institute of Public Relations was founded in 1947 Mr. Hess was appointed Chairman; and was elected Vice President last month at their Annual Conference.

Mr. Hess is a newly elected member of the Public Relations Society of America.

## PUBLIC RELATIONS IN GREAT BRITAIN — Continued

tions officers exist only to frustrate them and — and this is important — by the more ignorant type of advertising agent who feels that his own agency could handle his client's public relations work perfectly adequately AND GET AN ADDITIONAL FEE FOR DOING SO.

### Campaigns Against PR

Between them, the editors and advertising agents have built up a case against public relations and the editors have influenced public opinion through their columns while the advertising agents have added their "evidence" by means of a whispering campaign.

The result is that when the public spots an example of public relations it is instantly on its guard and resistant — which is the very antithesis of the atmosphere necessary for the proper impact of those with a gospel.

I have presented the foregoing facts as though they are current practise. In point of fact this is wrong, for whereas this was the situation two years ago, it has shown a marked improvement since then — and I like to think that this is due to the activities of the Institute of Public Relations which began early in 1948.

The Institute started slowly. A few of us got together with the avowed intention of dispelling the false impressions about our craft which were then widespread and of doing everything possible to enhance its prestige.

Since that time, most of the leading practitioners have rallied to our banner and our greatest embarrassment has been the necessity to turn down so many applications for membership from those who, in the opinion of the Council, did not possess true qualifications.

One result of the meticulous screening of would-be members by the Institute has been that many of the shoddy gentry whose adventurous professional conduct brought public relations work into disrepute have now ceased to call themselves public relations officers. For whereas it would not be true to say that there is a stigma attached to the P.R.O. who is not a member of the Institute, yet it is perfectly true to say that a P.R.O. who is a member is accepted anywhere, *ipso facto* as a credit to his craft. And we are now looking to the time when it may be permissible to substitute for the word "craft" the more dignified term "profession."

The greatest difficulty the Institute has had to face has been to define the term "public relations."

Your *Public Relations News* has it "... the management function which evaluates public attitudes, identifies the policies and procedures of an individual or an organization with the public interest, and executes a programme of action to earn public understanding and acceptance."

Jack Brebner, one of our own leading practitioners, in his book *Public Relations and Publicity*, quotes Sir Raymond Streat, Chairman of the Cotton Board,

and on the other hand to the public. For it may often happen that for reasons of, say, industrial competition, the whole story cannot be made known. This does not imply anything discreditable, but it does nevertheless mean that the public relations officer must withhold information. At this point, his conscience is troubled by a fresh complication. He realizes that he has a third loyalty — his loyalty to the press, without whose goodwill he cannot survive.

How can an all-embracing definition of the term public relations be formulated which will express every individ-



The author, ALAN HESS (right), beside record breaking Austin A90 Atlantic at Indianapolis with drivers Dennis Buckley and Charles Goodacre.

as defining the function of public relations and publicity in modern administration as being "... concerned with the study of the human factor in industry and, to an increasing degree, in government."

My own feeling is that neither of these definitions is really adequate. Public relations, as practised by most of us is so essentially a matter of individual and personal character that it is almost impossible to give it a generalised definition.

In Britain, we hold that a good P.R.O. needs to be someone of a high degree of integrity. No matter how tempting the mercenary rewards held out, no worthwhile P.R.O. will serve a body or organisation in which mutual respect between servant and employer is not implicit.

Having undertaken an assignment, the public relations officer must be prepared to be confronted by twin loyalties — the loyalty on the one hand to his employer

ual's reactions to such a common situation?

Again, every assignment carries with it its own peculiar responsibilities. To take my own case, I am public relations officer of the Austin Motor Company. As I conceive my job, I must interpret the motoring public to my principals and at the same time interpret the Austin Motor Company to the motoring public. But there is much more to it than just that. I must also concern myself, for instance, with the adequacy of the service offered to the users of Austin vehicles by each one of many thousands of dealers — for in many cases they are the final link between us and our customers.

Are their premises worthy? Are their staffs courteous and efficient? Even are their lavatories clean?

This is the hum-drum, the routine, side of public relations. Anyone could do this — anyone who can enforce his convictions and his recommendations

without upsetting those into whose personal affairs he has intruded. But at the other end of the scale, we believe that the worthwhile public relations officer must be a competent psychologist. Relations between management and workers and the latter's welfare; the impact of the firm's advertising on the public; the quality of the firm's correspondence — not only its typing but also its composition; handling of complaints; after-sales service; the entertainment of visitors; these and a thousand other aspects of his employers' interests are the immediate concern of the P.R.O.

And you will note that none of these introduces what the average man mistakenly believes to be his principal function — the direct publicising of his firm's product.

This is only one more highly specialised side of his activities. In order to perform this duty efficiently, the P.R.O. must understand thoroughly the intricacies of the various media he employs — exhibitions, radio, newsreels, journalism, photography, blockmaking, printing and the spoken word.

But above all, he must have a flair for the dramatic and a sense of timing.

### **PR Functions Demand Professional Skill**

Of course my readers know all this already. I only recapitulate it here to show the impossibility of defining in one succinct sentence so-many-angled an avocation as public relations when the manner in which each function is performed depends not only on the professional skill but also on the innate character of the individual public relations officer.

However, we realized that we could not hope to create an Institute of Something-We-Couldn't-Define, so we painstakingly hammered out this near-definition:—

*"Public Relations is the deliberate, planned and sustained effort to establish and maintain mutual understanding between persons or organisations and the community at large."*

That's it, for better or for worse, and it is all we have to go on. We also have a statement of standards which it may be pertinent to quote here:

"The members of this Institute believe that the practice of public relations has an essential contribution to make towards the free discussion of social, industrial, professional

and other problems in any democratic community. They believe in the widest possible exchange of information and ideas, the improvement of personal service and personal relationships, and the cultivation of goodwill.

"The Institute stands for the freedom of every citizen and every interest to both facts and opinions for the reasonable use of all methods of communicating them and for the right of the public to hear all sides.

"Its members have associated themselves in this Institute with the object of upholding the honour and interests of Public Relations and raising the general standards of its practice. To this end, the Institute will take all practicable action, as occasion arises, against any practitioner of public relations, whether member or non-member, who offends against its principles and standards. It will defend any member, and the profession as a whole, against denigration or victimisation resulting from upholding those standards.

"Since the collection and dissemination of information calls for understanding of the various methods of research and communication and demands the highest standards of integrity on the part of those engaged in it, the Institute emphasises the importance of employing for public relations work only those who are qualified by experience and training.

"In addition to his loyalty to his employer and his responsibility to the public and to the organs of public information, a member of the Institute also owes a duty to his fellow members. That duty requires that he shall assist a fellow member in every way open to him and that, recognising that the reputation of the Institute and all its members is in his hands, he shall do all in his power to maintain and enhance that reputation and the good name of public relations."

That will serve to show that in Britain the public relations practitioners believe, as you in America do, that ours is an honourable calling and one in which are vested tremendous opportunities for shaping world opinion and world events.

Such opportunities bring with them grave responsibilities and that is why we regard it as essential to weed out from our midst the charlatans, the publicity-adventurers and the mercenaries.

### **We Do Believe**

We know that you, in America, share our realization of these responsibilities and we hope to work ever more closely with you in acting in accordance with them for the good of mankind.

Of one thing in this connection, we are, however, a bit scared. We believe that your public relations practise is much more mature, ethically, than your advertising practise to which, willy-nilly, you are so often inextricably attached.

We believe that the psychology of your public relations practise recoils, as ours does, from the deliberate harassing and scaring of the public — you know, the "Your molars are digging your grave," kind of approach.

We believe that your more emancipated public relations practise is competent to get equivalent results by appealing to reason by applied psychology and planned reaction-research but yet, for all that, you sometimes find yourselves being jostled along by Big Business advertising methods.

### **PR Should Be Unhampered**

To us in Britain this is particularly to be regretted because we have such a genuine admiration for your advanced outlook on public relations.

It seems to us that, whereas you realized ages ago that trying to fool the public is no substitute for trying to understand the public, you are not always free and unhampered to pursue your own more enlightened methods.

It is because some of us have grown to believe this that we have developed such a determination to keep public relations and advertising as separate and distinct as possible.

Not all of us, mind you. There are many, some of whom are influential, who maintain that the two can never flourish independently and that each is so much a part of the other that their practise should be mingled.

I cannot overemphasize my own disagreement with this view.

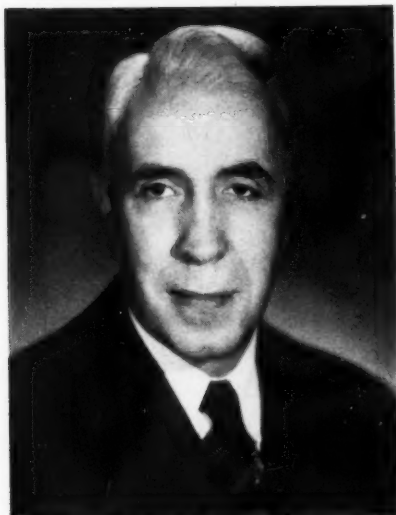
The idea of advertising controlling public relations is abhorrent to me —

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# Public Relations and the Changing Concept of Security

By ALEXANDER R. HERON

Vice President, Crown Zellerbach Corporation, San Francisco



*Private pension plans can never be safe*

PEOPLE IN PUBLIC RELATIONS have a threefold interest in the question of security, a question which is as old as the human race, but which faces us now in a new form and with a new force.

As professional people, they join with management in promoting better understanding among employees and the public on a wide range of subjects and facts; one of these ever present subjects is security. As citizens, taxpayers, and consumers, they have a very measurable interest in the old age security of our population. As individuals, public relations have a personal interest in their own security and independence in their later years.

**EDITORIAL NOTE:** In this article ALEXANDER R. HERON, Vice President in Charge of Industrial and Public Relations, Crown Zellerbach Corporation, points up the deep significance of the whole company pension idea and the problems involved in providing old age security. Mr. Heron is a capable thinker on these problems as he has proved in his books "Share Information With Employees," "Why Men Work," and "Beyond Collective Bargaining," all published by the Stanford University Press where Mr. Heron has served as consulting professor of industrial relations in the Graduate School of Business.

For most people who are about to retire to a life of part-time occupation, or to a period of life in which they can more fully follow their hobbies and interests, the amount of monthly pension is of prominent and immediate interest. For many who must continue in some income producing occupation, this retirement may seem to be a future, impersonal problem. Contrary to the thinking of this group, there is a current problem. We must be aware of it, and all of its elements, to work intelligently toward informing others of their individual concern in the subject of security.

## PR People Well Suited to Present Security Concept

Few seem to be better situated in our economy than public relations people for the job of presenting this security concept. They are close to managements of both private and public enterprises. They have access to "the public" which must decide our basic security policies. They are close to the people who have pension plans or who are faced with the job of instituting plans for a portion of our future, retiring workforce. They are close to the people who work in our economy. They are a modern version of a Towne Cryer. They are the ones who must have a knowledge of the background of our entire security problem. They must stimulate the thinking of people on this subject, because it is the people who ultimately will decide our way in providing that security which men can create.

In a recent issue of the *Business Bulletin*, a serious and scholarly publication of the Cleveland Trust Company, a discussion of the business prospects for 1950 included the following paragraph:

"The production of nondurable goods as a whole will probably be a little higher than in 1949. Among others, increases in output seem likely in textiles; shoes, food products; tobacco products; — and paper for pension plans."

This apparently facetious paragraph will be recognized by PR people as an indication that there is an intense and widespread interest in the foreground of our subject, in the future of the security concept, and that we are justified in pausing to take a long look at the background. We may find ourselves covering ground which is partly familiar, and partly neglected, in our usual approach to the security problem. But a discussion of the problem, and its background, may serve to bring the subject of security into sharper focus.

There is nothing in this discussion on the question of whether a plan should be contributory or non-contributory. While that question is important in specific situations, and psychologically important in all situations, it is over-shadowed by two important facts. The first is that the consumer must ultimately provide the cost of the pensions, whether the plan is contributory or not. The second is that the pension itself must ultimately represent food, clothing and other consumer items, currently produced, rather than money.

The discussion also omits consideration of the appropriate age for compulsory retirement, and the possible ages for voluntary retirement. This question involves not only the working abilities of the individual employee, but the ability of the economy to release increasing numbers of workers from the task of production.

## To Quote . . .

In a recent discussion of concepts on Old Age and Survivors Insurance, J. Douglas Brown states and elaborates the following basic premise. "Old Age and Survivors Insurance has as its purpose the protection of the family unit." This turns our attention sharply to the fact that family support and family housing were the old form of Old Age Insurance. The poor house was an emergency substitute, available for aged and indigent persons without families. The purchase of insured annuities was a relatively modern device for individuals who had

both foresight and adequate incomes during their productive years. For the average superannuated man, his housing, clothing, food and other needs were customarily provided by younger members of his family. One of his ways of providing for his old age was to have a sufficient number of children. In his old age, his sons, and sometimes his sons-in-law, accepted automatically the obligation to produce enough for his needs as well as their own.

There is no need to review all the changes in 150 years which have transformed our population. Several of them have combined to make improbable or impossible the old type of family support for superannuated workers. Our population has moved from the farm to the city and town. Our gainfully employed have been transformed from a status of almost 90% self-employment to a status of over 80% wage and salary workers. The average size of families has been decreased, probably by more than 50%. The relative number of older members in the population, members over 65 years of age, has doubled and trebled; their span of life beyond 65 is constantly increasing.

#### Protection of Family Unit Most Important Consideration

In spite of all these changes, the concept quoted from Douglas Brown is strictly true. Not only the Federal Old Age and Survivors Insurance, but every other effort to deal with security for superannuated workers, has as its purpose the protection of the family unit. We are not concerned with bigger and better almshouses, or modernized institutions for the care of the aged. We are concerned with the provision of security for a superannuated worker to live his own life as a member, and if possible as the head, of a family unit.

The December report of the Council of Economic Advisors to the President contains a lengthy discussion of the problems of old age security. Two paragraphs from that report present additional background for our discussions today, background which is logically related to the concept outlined by Dr. Brown. These paragraphs read as follows:

"The support of people who are too old to work or who are unemployed, or ill does not create wealth.

It is not like the production of goods and services. For the most part, it enables certain individuals to consume wealth which is being currently produced by others. The real question is how much of current production may be diverted to support this particular type of consumption (above a base subsistence level, for that level of support the

be consuming 30 years from now when they retire. What they consume when they retire will be produced not by themselves but by the working force at that time, and what they save now should be channeled in so far as feasible into current investment opportunity."

#### Feasibility of Funding

One other segment of background is provided by the unanimous findings of economists, statisticians, and financial experts. It deals with the feasibility of the funding of adequate pension plans on a nation-wide scale. You will all recall that the original Social Security Act attempted to provide for complete funding of the liabilities for Old Age and Survivors Insurance. Soon after passage of the Act, most people concerned realized what had been pointed out by some advisors in advance. Complete funding would channel absurd amounts of savings into the corpus of the fund. The fact that the law made it compulsory for the Treasury of the United States to borrow the fund did not solve the problem, did not solve even the investment phase of the problem. The result would have been an unwieldy volume of frozen capital. The funds were unavailable for the expansion of the nation's production, and bore no relation to the needs of peacetime government.

#### Another Factor

Another factor is parallel to one faced by private pension plans today. The law required that the Treasury pay interest on the reserve funds at a rate equal to the current average rate paid on all debts of the government. The prospective amount of this Old Age Insurance reserve fund was so great that the peacetime needs of the government would have required no other borrowing. With the demand eliminated, the price of money for government loans would have dropped to a negligible rate. The return to the Old Age Insurance reserve would have dropped correspondingly. The actuarial estimates, which assumed earnings of about 3%, would have been meaningless. In spite of the war and the debt inflation which have occurred, the present average rate on government debt has dropped by nearly 50% from the rate on which the first Social Security calculations were based.

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#### PUBLICITY

"Publicity is to public relations what frosting is to a cake. If the cake is good, frosting makes it better. If the cake isn't good, the icing will only cover what's wrong until you start eating . . . Bakers sell eight or ten iced cakes for every plain cake." From "Public Relations Cornerstones," by Pendray & Leibert.

economy must bear in any event) without sacrifice of relatively more important objectives. This makes social security an economic problem in the same degree as striking an appropriate balance between business investment and ultimate consumption, or between defense and foreign aid programs and the requirements of our domestic economy.

"The true nature of the social security problem being what it is, the concept of 'saving' for social security is in one sense useful and in another sense misleading. It is useful to recognize that we must save in order to enlarge our productive equipment. Without such enlargement, our economy would not be able to turn out more goods from year to year and therefore would not be able to afford the progressive expansion of social security. But it is misleading to assume that through any process of bookkeeping, either personal or national, millions of people can 'save' the food, and clothing, the medical care and recreational allowances which they will

# WHAT IS A LIBERAL?

By CARLISLE DAVIDSON

Public Relations Consultant, New York City



*... sense of rights must not be negative*

NOW THAT CONGRESS and many of our state legislatures are engaged in their periodic grinds, our cherished and perennial free-for-all discussion of public questions is being treated to its periodic shot in the arm. And, as has become equally customary, the general cacaphony is being accented now and then by the cry that this or that measure is or is not true "liberalism," or that its proponents or opponents, as the case may be, are proved by their attitudes to be true "liberals." In fact, the terms have become so firmly embedded in our political and social folklore — and, of late, are even cropping up so frequently in business discussions and occasionally in corporate literature — that it would seem high time some understanding as to just what they mean be reached, or at least attempted.

CARLISLE DAVIDSON has been in the public relations field since the early Twenties; and has served the lumber industry, general manufacturing industries, financial, real estate and other segments of the commercial world. He was an early member of the American Council on Public Relations and is currently a member of PRSA.

The need for some general accord as to meaning was emphasized — if emphasis were needed — during a recent political campaign when a number of national figures essayed to define liberals and liberalism. Like earlier attempts, their descriptions narrowed down to the pet political or economic vote-getting devices of the describer. They seemed to share in an effort to set up as referents such matters as public housing, or farm subsidies, or increased minimum wages, or eye glasses and false teeth for every one, with a statement that liberalism meant favoring governmental excursions into those fields to the same degree and extent as did the individual doing the defining — altogether an approach that, to say the least, fell somewhat short of coming nobly to grips with the question as to just what a "liberal" is.

To get at the meaning of any term it would seem that the dictionary might be a good place to start, maybe because of the belief that it won't try to reveal all there is to be said on the subject. The natural expectation is a few lines, a pithy, thought-provoking sentence or two, tersely conveying an idea of meaning and suggesting other sources of information.

## Definitions Vague

In the case of "liberal," however, the dictionary is found to be just too generous. It goes on at great length — well, nearly a column of fine print, quite some for a reference book of that kind — to give, not one or two, but almost any number of definitions, many containing words almost as baffling as "liberal" itself.

Perusal was interrupted by arrival of the grocery boy, and I asked him what a liberal was. He said it was a guy who told you to keep the change — which naive concept I am convinced is shared in one sense or another by increasing millions. So back to the dictionary — to find that most of the definitions either put something in or left something out in such way as to make it difficult if not impossible to point any individual known to me — much less any group — as substantially, reflecting the description given.

Some help seemed promised by the advice to "See CONSERVATIVE, RADICAL, WHIG, TORY." There was no inference that a liberal was a mixture of all these, or even a little of each. There was the possibility that he was none of any — that is to say, that a liberal might be everything that "Conservative, Radical, Whig, Tory" weren't. At any rate, I thought I'd "see."

## Another Try

So I waded through some more words and escaped with the impression that when the term "Tory" first came into use it meant a person whose chief aim was to preserve the existing order of things, including the old established rights and prerogatives of royalty, that a conservative was somewhat the same — only not quite so obnoxious from the opposition point of view — that a Whig believed in upsetting at least some of the existing order, and that a Radical was somewhat like a Whig, only more so; he wanted to do his upsetting from the root, the foundation, rather than be content with toppling over a portion of the superstructure. Not much help there insofar as throwing light upon the exact and precise meaning of "liberal" or "liberalism," whose cloak is donned at times by all political parties and most individuals in the public eye. "Politicians usually lay claim to the name," wrote William Hazlitt early in the last century. "Thus," he continues, "a Conservative government 'professes to pursue a truly liberal policy,' and a liberal government assures us that its measures are 'conservative in the best sense of the word'."

The conservative believes that because he looks with favor — or, at least, with only mild disfavor — upon some reform proposal, his conservatism is mixed with radicalism and he is therefore a liberal. The radical who suspects there might be some slight good in things as they are probably feels that this tincture of conservatism makes him sympathetic, open minded, and consequently, a liberal. The feudal despot who punished a game poacher by slicing his ears from his head one at a time — instead of removing

## WHAT IS A LIBERAL? — Continued

both at once by slicing off the head at the neck — looked upon himself in all likelihood as an advanced liberal. The modern-day left-winger who wishes to tax away only 90% of all private property, instead of 100% — like the conservative who believes we should pay some taxes, but not much — probably considers himself a broad-minded liberal, anxious to see everybody get along. The suspicion is provoked that all and sundry must have read the 25th verse of Proverbs eleven, which tells us that: "The Liberal soul shall be made fat."

Belief that liberalism is some sort of compromise no doubt abounds. Yet the individual who bases his claim to being a liberal on his refusal to espouse the cause of either the conservatives or the radicals, though viewing with tolerance some proposals of each, is looked upon by the conservatives as probably covertly devoted to the radicals, by the radicals as being secretly sympathetic to the conservatives, and by both sides as one whose only claim to consideration is the fact that he might swing some votes beside his own.

Individuals and groups consider that whatever degree they possess of what they deem liberalism is just the right amount for all practical purposes, that those having less are rank Tories, and that those who have more are arch radicals. Liberalism appears in this respect to be about the happiest portion accorded mankind, for, though the distribution was made with a most uneven hand, no one thinks himself stinted or poorly dealt with — even those with the tiniest amount being quite content with their share. And, to him, each man's liberalism is the only pure variety. All other claims are fake, all other claimants are polluting the atmosphere with false doctrine.

### More Than Mere Compromise

Obviously liberalism cannot be entirely conservative, for pure conservatism cherishes only the triumphs of the past, believes we have reached the zenith of attainment in social and political relationships, resists changes of any kind. Nor can it be radicalism of the sort that would cast aside the sum total of human experience and start out anew on some uncharted course — for that, in the last analysis — is arch reaction.

The conclusion forces itself upon us that liberalism must be something more

than a mere compromise of opposing ideas. To have so provoked such admiration over a span of time that men seem universally anxious to be identified therewith, true liberalism must have definite, positive virtues of its own. It must be something more than a collection of borrowed notions, must be a force for good in itself, of its own right. And it must be practical, workable.

### Devoted to Freedom

To begin with, your true liberal is passionately devoted to freedom — but he knows that absolutely unrestricted freedom is something society cannot afford until men develop that moral sense which brings a sensitive realization of the rights of others. So he recognizes that freedom must be guided by statute — and to an increasing degree, not because men are becoming more unmoral, but because society has become so complex that the absence of morals brings increased potentiality for evil. In our own agrarian society of 150 years ago individual greed and avarice were limited in scope, area and effect; not so in today's complicated world of industry and finance. Yet your true liberal knows that unneeded legislation and excess regulation mean bad government, that freedom can be codified to the point where it borders upon slavery.

Your true liberal knows that a keen sense of the rights of others must not be entirely negative; it carries a positive obligation on the part of the more fortunate and certainly on the part of society to help those who cannot help themselves. Yet he also knows that whenever society endeavors to do something for mankind it has mankind to contend with, that the cynical definition of gratitude as the expectation of further favors is far from being entirely untrue. He is aware that the greater the largesse the greater the expectation, that the more rosy the promise of Utopia the less likelihood of attaining it, that paternalism can deter progress by removing the incentive to effort.

Your true liberal despises war and he hates tyranny. But he knows that peace and liberty are worth fighting for. He deplores religious misunderstanding and condemns racial prejudice, but he knows tolerance and understanding are qualities for which humanity must strive, and views with skepticism the idea that men

can be forced by statute or fiat to love one another or cherish virtue.

Your true liberal is keenly aware that freedom and the dignity of the individual may be stripped of most of their value to humanity through a denial of economic opportunity — but he is enough of an economist to know that wealth must be created before it can be distributed. He knows that never in the history of the world has society developed an incentive to the production of wealth equal in effectiveness to the profit motive — but he also knows that an absolutely unbridled quest for profits will defeat its own end. Economic production of wealth demands mass production; yet there can be no mass production for long without mass consumption, and mass consumption is dependent upon a distribution of purchasing power that will enable the mass of the people to buy. However, your true liberal knows that to increase purchasing power faster than productive capacity is but to dilute purchasing power. And he also knows that society must not attempt what it cannot afford. Whereas, for example, we now take the expense of social security in our stride, there was a time — say, a hundred years or so ago — when American industry could not even have afforded a workmen's compensation act without hindering the workings of its economy.

### Progress Moves By Adaption and Selection

Your real liberal knows that since the beginning of time human progress has gone forward with a measured pace that can be neither hurried or hindered. True, human choice has played its part in the shaping of institutions, but it has never been able to proceed by leaps and bounds; it has had to be content with adaption and selection rather than indulge entirely in raw invention. Substantial growth and progress must wait upon the almost imperceptible formation of habit. Even absolute rulers have had to learn the moods and traditions and respect the prejudices of their people, and the most ardent reformers have had thrust upon them the knowledge that to outrun the more deliberate masses too far was to render themselves and their ideas ineffective. Reaction inevitably follows revolution, just as any artificial halting of progress invites a flood of re-

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# Public Relations Aspects of the Industrial Waste Problem

By G. EDWARD PENDRAY

Senior Partner, Pendray & Leibert, New York, N. Y.

**T**HE NATIONWIDE-DRIVE for cleaner air and water, and elimination of unsightly, smelly or poisonous industrial wastes, has now become one of the country's most pressing industrial problems. Obviously it is basically a public relations problem.

Within recent weeks I have attended two violent public hearings on matters of industrial waste. In both instances local companies were under furious attack for apparent carelessness or indifference to the community welfare. Speakers vilified these companies, and some actually advocated driving them out of the community.

Such situations unfortunately are being experienced at present in numerous communities. A growing wave of resentment is being generated against industry at the grass roots by carelessness, indifference or just plain bad handling of the public relations aspects of the air or water pollution problem. Most of the victims have brought the trouble on themselves — not purposely, of course, but by delay in seeking a cure for their air and water pollution difficulties, or by their manner toward the community during the interim.

There is a familiar pattern in many of these community quarrels over air and water pollution. A good many plants that are now offenders were originally lo-

cated in isolated areas, built at a time when there was plenty of open country, running water, and available dumping areas. It never occurred to the designers that objection would ever be raised to their methods of waste disposal.

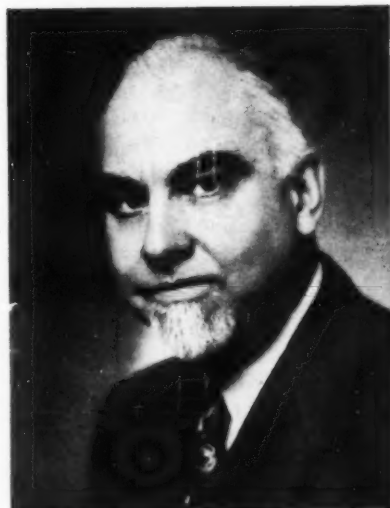
Since then the population of the country has increased. It has been natural for people to congregate around areas of employment. Many plants that once sat quietly in areas of small population, or were located where smoke, fumes and wastes could do no conceivable harm, surprisingly discover themselves near or in the heart of populous communities, competing with other industries for the good will of employees and community, subject to pressures political and social, which old-time plant managers could never have believed possible.

## Industry Inadequately Answers Complaints

The managements of many of these plants are still of the old tradition. When complaints are first made about smoke, fly-ash, fumes or water pollution — often communicated by people who are friends of the management — two sorts of self-contradictory replies are quite commonly made.

The first is generally to the effect that it isn't so; the plant isn't actually putting out any such smoke, fumes, fly-ash or pollutants. I have known instances where this kind of retort was made even though, at the very moment, visible clouds of smoke were pouring from the stacks, and fly-ash particles were falling all around like gentle rain. Obviously this answer satisfies nobody. But it convinces both the friends and opponents of the management that the plant will not take a friendly hint.

There the matter may rest for a while, but agitation increases. The plant management's next retort is likely to be to the effect that — well, it's an industrial area. The plant was there long before the town grew to its present size. If people want to move into an industrial com-



*... familiar pattern in these quarrels*

munity they must be prepared to take the consequences.

The net effect of this is to make everybody mad. An anti-plant movement is likely to begin taking organized form. There will presently be meetings, speeches and letters to the editor of the paper. The editor at first will probably try to remain neutral, but if rebuffed or put off, may presently take a leading part in the movement. For the editor will realize as well as anybody that a clean, pleasant town grows faster than a dirty, ill-smelling one. Editors like to see towns grow, just the same as the Chamber of Commerce, real estate interests, business men and others.

So, before long, an organized and vocal opposition develops — an opposition that becomes convinced that political or legal action is necessary to make the plant take the steps required. At about this point, the management is apt to enter the fray again, possibly by asserting that "reds and communists" are leading the movement. It is true this is the sort of situation radical elements love to stir up. The leaders of such movements will often be hot-heads, speechmakers and

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Mr. Pendray, before organizing his own public relations firm, was Assistant to the President of the Westinghouse Electric Corporation, in charge of public relations, advertising, employee publications and educational relations.

sometimes adherents to anti-business philosophies. But the situation is not of the leftists' making. It is the result of the plant's own handling. The strength of the clean-up faction doesn't lie in leftist leadership — but in the conviction of a lot of sound, honest, capitalist-thinking people that the plant could and should clean up.

Now, often at this point, the company asks the advice of legal counsel. There is talk of lawsuits, or maybe some have actually been filed. The lawyer often counsels that to make *any* kind of statement, other than denial, may constitute an admission of fault, and might therefore be costly.

So the plant management, which up to this time may have handled the matter only blunderingly, now takes a worse step. It begins to act guilty. It refuses to discuss the pollution problem, perhaps even maintaining that there is none. A delegation of citizens comes to discuss the question, hoping to find a meeting of the minds, or to be able to report progress. The management may refuse to see them, or may have a lawyer present to do the talking. The local newspaper may send a reporter out, possibly to do a friendly story, with a view to helping the management off the hot spot. The reporter is likely to be barred at the gates, or be told that the company has "no statement for the press," or be handed a brief denial of all guilt, patently written by an attorney.

### Opposition to Company Becomes a "Holy Crusade"

Well, by this time, the stage is set for real fireworks. What started out to be a simple problem of dealing with a natural and proper community desire for better living conditions has by now been blown up into a holy crusade. Employees find themselves in disfavor with the neighbors. The management has failed to explain the situation to them, so they do not know how to reply to the attacks. They may begin to agree with the agitators.

There is, presently, an election. Some kind of pollution ordinance is passed. A policeman is appointed to deal with the plant. Regulations as to the amount of smoke, fumes, pollutants, and the like are adopted — often without any idea of their effect either on the nuisance attacked, or on the economics of the community. The plant is at last forced to

take the remedial measures which, undertaken voluntarily two or three years earlier, would have made new friends and gained the company credit for public spirit. But now, though the cost is the same — or maybe greater — the company comes out of the quarrel with a black eye. Its employees are confused and alienated, and private industry has received another public relations setback in that community.

### LOST!

"When I comb over these accounts of the New Deal, my sympathy arises for the humble decimal point. His is a pathetic and hectic life, wandering around among regimented ciphers, trying to find some of the old places he used to know."

—Herbert C. Hoover

Now, all of this is usually most distressing and bewildering to the local plant management. The company often is one of the principal employers in the locality. The management feels that to a very real extent the company has made the community's existence and prosperity possible. It can't understand why anybody should attack the company under such circumstances. Its impulse is to lay it to radicals, fools or "outsiders."

The manager has — or thinks he has — a very sound reason for not doing anything about pollution. Sometimes it just isn't known what can be done. Some companies have a waste disposal problem that has baffled them and their competitors since the founding of the industry. Some have reduced their pollution problem materially in the last decade, only to discover that the irreducible minimum is still greater than the growing community will graciously tolerate. Some honestly feel that the pollution problem isn't really theirs, but that they are being blamed for someone else's smoke and gases.

### Management Considers Cost of Control

The most common difficulty the manager faces, however, has nothing to do with such subtle considerations. The

amount of money required to cure most pollution difficulties is truly astonishing. An electric precipitator installation in one old smokestack to cure a fly-ash problem may cost from \$75,000 to \$200,000. Since many plants have four, five or more stacks, the fly-ash problem alone in an average plant may involve an investment of \$500,000 to \$1,500,000.

This is money that, because of existing tax laws, must usually be counted as capital investment rather than current expense. Unlike most capital investment, it will ordinarily yield no increase in production, no directly measurable money return. But it will certainly increase the cost of the plant, and will be reflected in the cost of the product. Whether the price can be increased to make up for it is doubtful. Usually the management concludes the cost will have to be absorbed — meaning that the investors will receive less on their investment, the competitive situation of the plant may be worsened in the money market and the product market, and the company may be less able to provide wage increases, pensions and other advantages for its employees.

### Idea Relatively New

The idea that clean air, clean streams and good appearance are important in industrial communities is a relatively new one in this country. There has been a tendency to view industrial smoke and fumes with mingled feelings of tolerant pride and reluctant enthusiasm. For while nobody likes smoke and soot on his hands and the back of his neck, this kind of dirt has been associated in mill and factory towns with prosperity and good business.

I know one company president, several of whose plants have recently had community relations trouble because of smoke and fly-ash, who will still not approve an advertisement or picture showing one of his plants unless there are big plumes of smoke coming out of the stacks. He says a smokeless plant looks "dead."

In Pittsburgh it used to be said that smoke was a good sign — the darker the day the bigger the payroll. Clean air was an omen of unemployment and breadlines. Now Pittsburghers, among others, are finding that it isn't necessarily so — you can have clean air and good business too. But at a cost.

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# How a State Trade Association Launched a Long Range Public Relations Program

By DANIEL W. DeHAYES

Executive Secretary, Ohio Association of Small Loan Companies, Columbus, Ohio

ANY PLAN for public relations improvement should, like charity, begin at home. With this in mind, our Ohio Association of Small Loan Companies public relations program began with the operating personnel of member and non-member small loan companies throughout the State. It was reasoned that if the very people who work in the business are either ignorant of its history, purposes or functions, or are misinformed, no general improvement can be expected.

Fully aware of the growing importance of personnel relations in the small loan business, the Ohio Association of Small Loan Companies launched upon a broad scale program, one phase of which was recently completed with the satisfaction that noteworthy results were achieved.

Our program needed to include the receptionist at the telephone, the field representative who makes contacts on the outside, the cashier who received payments, office interviewers — everyone. Until and unless these people talk, act and live in a way to be a credit to the business, the general public cannot be logically approached. Once informed and inspired, the personnel would want to get the industry's message across to their friends, relatives, neighbors, club members, in fact, everyone in the community with whom they come in contact.

Our project was arranged so as to include every person engaged in the small loan business in Ohio, since we believed that everyone had a stake in the business. The State was divided into four-

teen geographical areas, each with an elected public relations chairman. These chairmen assisted in the planning of district meetings in their respective areas.

The next step was to secure fourteen dates for meetings that would produce the largest attendance, not forgetting the importance of comfortable facilities at locations within fifty miles driving distance of every licensee. Accommodations were selected that would handle our group dinners efficiently and with dispatch. Care was taken not to schedule meetings on Mondays or Fridays, and to avoid the last day of a calendar month. All of this reduced strain on attending companies internal operations and helped to increase attendance at the meetings.

## Proving the Project

Then came the problem of convincing member and non-member home offices that this was a worth-while project — worth paying for a dinner for the telephone receptionist, worth paying for dinners for all of the clerks in the office. There was the whole experience background of dreary meetings to fight. The general lackadaisical attitude toward meetings and speakers of any kind put an almost insurmountable obstacle in the way. The program couldn't prove itself without a demonstration, and you couldn't demonstrate without an audience.

It was also determined that before the series of meetings was scheduled, an employee pamphlet should be prepared, setting forth the four objectives of the project, with the added thought that each employee should take home concrete and specific answers to why he had made a right decision in accepting employment in this industry.

The public relations committee of the Association was of the opinion that if the program was to be successful, it must prove to associates that they were in a basic business; a retail business; a business that helps people, and a business that is "bossed" by its customers.



... aware of importance of personnel relations

Copies of the employee pamphlet were distributed at each meeting. Emphasis was given to the pamphlet by the remarks of the executive secretary of the Association. He urged employees to retain the pamphlet as a handy reference to be used in discussing the business with outsiders.

With this ground work completed, it was felt that the project would succeed if each meeting contained the following basic essentials: educational value, inspiration and application.

The next task was to find an able speaker; one who could speak with authority, and yet definitely be outside the small loan field. His objective viewpoint needed to carry fresh interest but he had to know our industry's problems. He had to be dynamic to assure interest; he had to have a sense of humor so those who came would not feel it was purely a dutiful evening; and he had to be an authority in business affairs if he was to convince a skeptical audience. Looking for a man with these qualifications was no simple search.

The committee decided upon J. Archer Kiss, who had addressed our Association

**EDITORIAL NOTE:** Daniel W. DeHayes, Executive Secretary of the Ohio Association of Small Loan Companies, has been in trade association management for the past three years.

Mr. DeHayes has served as chief, public relations department of the Ohio Bureau of Unemployment Compensation, and previously as Ohio representative, the National Foundation for Infantile Paralysis. Prior to his position with the National Foundation, Mr. DeHayes was welfare director of the City of Columbus.

at its 1948 Spring Meeting in Cincinnati. Mr. Kiss, sales and management consultant of Chicago, had developed an enviable reputation as a successful speaker in our field as a result of his addresses before other small loan State conventions. So he was retained for our series. He was supplied with a wealth of literature on the history and background of our business, and he himself conducted thorough research.

Then came the job of formulating the actual program. The National Association had recently released its educational film "Every Seventh Family." It was decided that our series of meetings would afford an excellent opportunity to acquaint our managers and employees with its powerful message, also providing them with another public relations tool with which to reach the public.

### The Program

The agenda of each program was streamlined as follows:

The meeting opened with dinner at 6:30 P.M., followed by announcements and introductions of distinguished guests by the district chairman of the area in which the meeting was being held. The district chairman then introduced the executive secretary of the Association who, in turn, presented the film "Every Seventh Family" and introduced the speaker.

After coordinating the speaker's open dates, the available space at hotels and meeting halls and continuing day-to-day responsibilities, a schedule of fourteen meetings was established — never more than three in one week — organized to reduce traveling time and expenses of the speaker and the executive secretary, who traveled together throughout the tour.

The pilot meeting was held in Jackson, Ohio, in the southeastern district of the State, one of the smaller potential areas. Our work was considered exploratory and it was watched by the top executives of the industry with interest. After the meeting a conference was held to discuss ways and means of improving the next program. Quickly the word went back to the home office headquarters of both participating and non-participating companies that the meetings were well worthwhile.

Managers were permitted to send more and more of their personnel. After the first three meetings, the great value

of this type of program was proved. Reports came in that: "The entire personnel of our office has been given a shot in the arm;" "They came back to work with renewed life;" "We made tests in 'phoning our office and hardly knew it was the same girl;" "This should be given all over the country." From this point on, every meeting was packed beyond our expectations. A considerable number of managers and supervisors came to two meetings, and many offices brought every person on the payroll.

Having put a project of this size into operation, it was realized that good publicity would offer extra benefits. Fortunately, our speaker was newsworthy. However, it was no easy matter to secure space in the public press just for the asking. Every newspaper in each meeting area had to be contacted, even those in communities from which personnel were coming to a meeting. Endless number of calls by telephone and in person were made. The entire publicity project was organized as carefully as was the major program. Since our speaker was a distinguished business consultant, outside of our field, our releases were keyed to his remarks. This made them acceptable to the press. As a result, approximately three hundred inches of space was received in newspapers.

The possibilities of radio were not neglected. Here our speaker's background as an *author* was used to develop a spirit of public interest in our script. The program was an interview type, in which certain pertinent questions were asked of the speaker about the small loan business. Some stations gave us five minutes, others ten, but the majority a full fifteen-minute program. Some interviewed Mr. Kiss on current affairs but mentioned his purpose for being in town. Others permitted a detailed interview on the small loan business. In several cases, the interview drifted from human relations in our business to human relations in life in general, thus giving the program a popular appeal.

The cost of our public relations program was borne jointly by the Ohio Association and participating companies through the sale of dinner tickets. Over nineteen hundred employees were in attendance at the fourteen meetings. This is an average of better than three persons per office throughout the State.

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# GET THE FACTS FIRST!

By HENRY KANE  
Eugene, Oregon

**N**OT USING ALL applicable knowledge available in planning a public relations program is the same as firing a shotgun in a target's general direction without first finding its range.

This is the tendency to repeat the accepted premises and suppositions, yours and others, without first determining whether they are valid and effective in the light of all the facts.

Public relations is more and more based on public opinion polls, but advanced as this method is over armchair or cocktail lounge research, the polls reflect the state of public opinion only on a given subject at a given time.

But the "why" of these opinions is as important, if not more so, than a bare categorical yes or no answer to a complex question.

It is the difference between getting the unmeaning coordinates of a ship in the fog and being able to plot these coordinates on a map to learn the ship's destination. Then, as in public relations, unsuspected drifts off-course may be allowed for and corrected.

For a public relations program to be effective, public opinion polls and every other field of knowledge bearing on the problem should be evaluated and applied when feasible.

One purpose of public relations is to give the public the facts needed to decide one or more specific issues. The best way to inform people of these facts once a poll has disclosed public ignorance or misconception, is to find the reasons for the ignorance or misconception.

Like the current which drives a ship off-course, the reason may not be apparent. But reasons can be discovered and remedial action taken by a greater reliance on the findings of the non-physical, social sciences.

Here is a little-known but significant example of influencing public opinion

by questioning, then investigating, then following up by a campaign which invalidated apparently well-established "facts."

Before and during World War II, the Japanese government spread the idea that "Japanese don't surrender." When American officials tried to effect a bloodless surrender of Japan by means of a propaganda campaign, they were told that such a campaign would fail because "Japan would fight to the end."

Instead of admitting defeat, these officials examined Japanese history. They learned that the defeated faction in Japan's internecine civil wars actually had surrendered instead of fighting until overwhelmed. When this fact was heard in Japan it helped weaken the "war-to-the-end" faction by destroying the basis of their stand.

But how can the average public relations man use specialized knowledge not normally available to the layman in these fields? Here's one way:

The author recently received an elaborate pamphlet opposing a bill in Congress to divert the water flow of a major western river as part of an extensive and expensive irrigation project. Almost every possible fact and argument was employed — except the most effective one.

## What It Could Have Done

This isn't the place to discuss the complex and still-developing law of water rights. Yet the pamphlet could have raised a substantial doubt of the bill's validity by discussing and quoting state supreme court decisions on the doctrine of prior appropriation of water by riparian and non-riparian owners. If the Supreme Court is ever called upon to decide whether the bill enacted into law is valid, there is strong ground to believe the act would be held unconstitutional.

Thus the bill's opponents would gain more support by quoting the law analogous to the issue than appeals for economy and abstract justice. All the copywriters would have to do is to obtain a written brief of the law from an attorney, turn it into readable prose, then



... PR should use every source of research

have the attorney check the copy for accuracy.

Not all public relations problems are of national scope, so here are two current examples where application of the law to a community problem would be good public relations.

In my state of Oregon is a new multi-million dollar factory whose waste-by-product, hydrogen sulfide, spreads the odor of rotten eggs over the surrounding area. It is responsible for a growing movement to enjoin operation of that part of the factory producing the nuisance by bringing the "biggest lawsuit this county has ever seen." Another large corporation in Oregon is being sued by a steadily increasing number of persons to recover damages caused by fumes produced from the plant.

But these and similar lawsuits may be lessened in number or avoided. How? By combining law, good business practices, and public relations like this:

1) After ascertaining local public opinion, the public relations department should discuss the law and possible remedies that the company may be able to undertake to halt the nuisance with the board of directors and its legal counsel.

(In the two cases given above, the

(Please Turn to Page 26)

EDITORIAL NOTE: The author, Henry Kane, a former newspaper reporter and government public relations man, is currently studying law at the University of Oregon.

## NEWS IN VIEW



THOMAS R. CARSKADON, Chief, Education Department, Twentieth Century Fund, is chairman of the sub-committee, PRSA Education and Research Committee directing attention of graduate schools of business administration to providing information on public relations in their study courses. Committee's aim is that all business school graduates can obtain at least general understanding of the field, and be given added opportunity for specialized study.

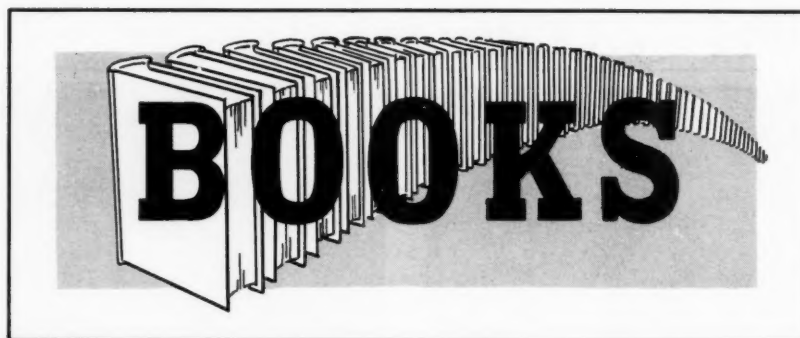


EDWARD K. MOSS, Public Relations Director, American Management Association, is chairman of PRSA's sub-committee on social science research, a project section of the national Education and Research Committee. Group will keep PRSA membership posted on findings in sociology, social psychology, cultural anthropology, economics and political science, gathered from corporate, foundation and private research sources. PRSA INDEX OF SOCIAL SCIENCE RESEARCH will be published in 1950.



ST. LOUIS CHAPTER, PRSA'S NEWEST NATIONAL UNIT, received its charter March 2 from J. Handy Wright, the Society's national president, who is also a chapter member. Shown (above) as chapter president Thomas W. Parry, head of Thomas W. Parry and Associates, public relations counsel, receives the certificate at a luncheon meeting are: Robert A. Willier, Robert A. Willier and Associates; R. Fullerton Place, public relations counsel; James R. Hanson, Thomas W. Parry and Associates; Parry; Samuel C.

Pace, (chapter secretary-treasurer) assistant to the president, St. Louis-San Francisco Railway Company; Dan J. Forrester, Jr., Monsanto Chemical Company; Wright; M. R. Cring, assistant to the president, Missouri-Kansas-Texas Railroad Company; Lemoine Skinner, Jr., public relations counsel. Charter members not shown in picture include: Alfred Fleishman and Robert E. Hillard, Fleishman, Hillard and Associates; James E. McKee, Jr., Monsanto Chemical Co.; William Zalken, public relations counsel.



## GRASSROOTS PUBLIC RELATIONS FOR AGRICULTURE

Evidence that great things come in small packages is contained in the small book authored by Ed Lipscomb, Director of Public Relations, National Cotton Council of America, and a Director of PRSA. Into one hundred and four pages, Mr. Lipscomb has condensed more real public relations know-how than is to be found in many volumes many times the size of *Grassroots Public Relations for Agriculture*. His book is down to earth; it is truly "grassroots." In it he sets forth lucidly and concisely an action program of public relations for the farmer. And let me add here, although written expressly for the farmer, it is a book of great value and interest to everyone concerned with public relations.

Dedicated to the idea that farmers — a relatively small group within our economy — have it within their power to preserve and protect basic Americanism, Mr. Lipscomb's book proceeds, through six chapters, to lay out a step-by-step "blueprint" for farmers and agricultural groups. *Chapter One* deals with the definition of the problem, points out the farmer's position in contemporary society, the fight for public favor by organized groups, and the dominant positions of labor and government. *Chapter Two* is a concise inventory of the farmer's position, his stake in our economy, his handicaps in the fight for public favor, and also the advantages he possesses in terms of his indispensability and his potential allies. *Chapter Three* deals with "The Program" in terms of county campaigns, local objectives, and national objectives. *Chapters Four, Five, and Six*, "put the meat on the bones;" set forth the message which agriculture needs to convey, the groups that need to be reached with the message, and the special tools recommended for use.

Any professional reading this book

will realize that here is an author skilled in public relations principles and practice, and the agriculturist will know that the author also is one with an intimate knowledge of the good earth and those who till it. (*GRASSROOTS PUBLIC RELATIONS FOR AGRICULTURE*, by Ed Lipscomb. Democrat Printing and Lithographing Company, Memphis. 104 pp. + VIII.)

## PUBLIC RELATIONS HANDBOOK

Literature in the field of public relations has grown enormously with the publication of the *Public Relations Handbook* — perhaps not in profundity, but certainly in pounds. Even though the nine hundred and two pages are authored by thirty-six contributors—many of whom are well-known in the field of public relations — the book adds little to knowledge in our field, or to that previously published.

One is reminded of the colossal movie "epic" occasionally emanating from the film capital. Each such extravaganza usually features, throughout a boring two and one-half hours, a galaxy of stars and is thrust on the public through an all-out promotion program, which includes everything from multi-color twenty-four sheets to a battery of searchlights piercing the heavens. The many-pounded *Public Relations Handbook* resembles the "epics" in many ways. First of all, it is not a "handbook," and secondly, the book is far from being the sum total of the contributing ability of its numerous authors. Few of its subjects are dealt with adequately. There seems to be one notable exception: About one-quarter of the book (around two hundred pages) is devoted to "How To Get Publicity," (while the important subject, "Organization and Function of the Public Relations Department," uses only nine pages — of which two are illustrations of product and press publicity).

An examination of the promotion reveals some amazing statements. Although the introduction to the volume, written by a distinguished public relations counsel, says in part: "To both amateurs and professionals in public relations, and others who are interested in its theory as well as in its practice, this is an authoritative work," the letter from the publisher states that, "This is the only book on the subject not written for public relations counselors or directors." It further points out that with this book, the middle man requires no appropriation for public relations. It says that the book "cuts through all the hot air generally surrounding the subject . . . that this new book eliminates the middle man and puts you in complete charge . . . makes it easy for you, yourself, without outside help, to conduct your dealings with customers, employees and the public . . . that until now you have had no way of evaluating your position with the public without a sizeable appropriation for costly counselors and expensive surveys . . . cuts through all the hot air and semi-technical jargon."

One cannot but wonder why a publishing house of the stature of Prentice-Hall, Inc. could seriously circulate such promotion pieces to those in the public relations profession or anyone else. The promotion certainly contained many immature observations on a field about which the promotion reporter obviously knew little.

If this book, or any book could do all the things the promotional blurbs claim — the field of public relations would have to start looking for the "exit" signs. Such superficial and sensational allegations in behalf of any text seem to point up the fact that the publisher himself is a potential client for some able consultant. He needs PR enlightenment. (*PUBLIC RELATIONS HANDBOOK*, edited by Philip Lesly. Prentice-Hall, Inc., N. Y., 902 pp. + XXVI — \$10.00.)

## PUBLIC RELATIONS FOR AMERICA'S SCHOOLS

Reviewed by Charles R. Meeks, Instructor in Public Relations, Boston University.

*Public Relations for America's Schools* is the book which public school administrators have long needed! It will probably be regarded by them as the best contemporary guide in their thinking about, and utilization of, planned programs for public school relations. It should, also, become a required text in colleges where future school administrators are being trained.

The 1950 Yearbook Commission of the American Association of School Administrators recognized the current upsurge of public interest in the nation's schools, and the urgent problems of the schools in constructively channeling this interest. At the same time, the Commission was aware of a new understanding and appreciation of the values in teamwork between educators and laymen in solving problems of public education.

Under the initial guidance of the late Lowell P. Gooderich, chairman, the Yearbook Commission, explored the broad field of public school relations. In this book they have set forth their findings on some of the basic points of departure for effective planning. Although many specific suggestions are made for approaches and procedures, the Yearbook is not a handbook of methods. Primarily, it deals with purposes, principles, responsibilities, opportunities, policy implications, and selection of media.

Mr. Gooderich, formerly superintendent of the Milwaukee Public Schools, states that school administrators are not only responsible for educational tasks well done, but also "to interpret them successfully, effectively, and convincingly." The Yearbook, completed under the direction of Paul Misner, a Commission colleague, leaves little to be desired in outlining how these responsibilities may be met.

The Commission's comments in Chapter IV, entitled "The Superintendent in the Public Relations Program," are both refreshing and inspiring to the layman. In part, it says that "success in school public relations is determined by the quality of its leadership. The distinguishing mark of good leadership is achieved when the superintendent attains recognition as an educational statesman." To

gain this distinction he must demonstrate genuine professional competence, establish confidence with the various publics in behalf of himself and his program, utilize his own personality wisely, and adapt procedures to local community characteristics.

One of the major problems recognized by the Commission is the need for more effective interpretation of public school financing. Communities and states are likely to grant inadequate funds, the Commission maintains, if they lack evidence that the school system "is rendering the desired type and quality of services." The final chapter, called "Technics and Media," offers some very practical suggestions for school interpretation through newspapers, radio, speeches, and annual reports.

Subject matter covered in this book should provide school administrators with a good yardstick for evaluating present policies and procedures. It ought to be read by local school board members, too. A 12-page bibliography, dealing with specialized information, supplements the material dealt with in each chapter. Also included is a membership roster of the American Association of School Administrators. (*PUBLIC RELATIONS FOR AMERICA'S SCHOOLS*, by 1950 Yearbook Commission, American Association of School Administrators, Washington, D. C., 305 pp. + 189 — \$4.00.)

## PROBLEMS IN LABOR RELATIONS

An important book for one interested in the labor relations field. Designed as a text in courses dealing with labor problems, it contains numerous cases organized in three major categories. The first focuses on problems in the shop; that is, relationship within the internal shop community viewed through a situation in which management and men seek to deal with a problem arising in day-to-day administration. The second deals with problems on the bargaining table and focuses opinion at overall, or institutional, relationships between the union and the company. The third deals with problems of adaptation over a period of time. In these latter cases, developing relationships are followed for a sufficiently long period to enable the reader to gain first-hand knowledge of the means of developing a cooperative relationship out of one originally character-

ized by conflict and hostility. (*PROBLEMS IN LABOR RELATIONS*, by Benjamin M. Selkman, Sylvia K. Selkman, and Stephen H. Fuller, McGraw-Hill, N. Y., 672 pp. + IX — \$5.50.)

## ADVERTISING PROCEDURE

The new fourth edition of one of the most widely used texts in advertising. It has been brought up to the minute through the inclusion of much new material and the addition of chapters dealing with television. (*ADVERTISING PROCEDURE*, by Otto Kleppner, Prentice-Hall, Inc., N. Y., 775 pp. + XVIII — \$6.65.)

## NEW DICTIONARY OF AMERICAN POLITICS

A reference work of permanent major importance for all who take an intelligent interest in the past and present conduct of American politics and government. Should prove indispensable for public relations workers — particularly those operating in the area of government relations.

This is an up-to-date volume containing some 500 new terms, making a total of over 3500 entries covering national, state and municipal government; the Constitution and Constitutional history; major Supreme Court decisions and acts of Congress; judicial procedures and administration; political parties, suffrage and elections, public finance, and public service; international relations, foreign institutions and ideas; slogans, political slang and nick-names which usage has permanently incorporated into the American political lexicon. (*NEW DICTIONARY OF AMERICAN POLITICS*, edited by E. C. Smith and A. J. Zurcher, Barnes and Noble, Inc. 437 pp. + VIII — \$3.25.)

## SURVEYS, POLLS AND SAMPLES

An excellent volume for the professional researcher or the public relations man employing or using research facilities. A technical book, one of Harper's Social Science Series, it deals exhaustively with the subjects reflected in its title; and includes an important and extensive bibliography. (*SURVEYS, POLLS AND SAMPLES*, by Mildred B. Parten, Harper and Brothers, N. Y., 624 pp. + XII — \$6.00.)

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# WELCOME TO NEW MEMBERS

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The Executive Committee of the Public Relations Society of America, Inc., meeting in official session, unanimously elected to membership in the Society the following individuals:

## ACTIVE MEMBERSHIP

BRACKETT, JAMES R., General Manager,  
Printing Industry of America, Washington, D. C.

CRABTREE, NATE L., President,  
Nate L. Crabtree, Inc., Minneapolis

DALTON, WILLIAM, Executive Vice President, National  
Association of Refrigerated Warehouses, Washington, D. C.

FERGUSON, TED B., Vice President in Charges of Sales and  
Advertising, Texas Power & Light Company, Dallas

FLOYD, JAMES McAFEE, Lone Star Gas Company, Dallas

FREEMAN, GEORGE WILLARD, Associate Professor of Business  
Administration, Rollins College, Winter Park, Florida

GOSS, BERT C., Vice President,  
Hill & Knowlton, Inc., Washington, D. C.

HANNUM, MAXWELL EUGENE, Assistant to the President,  
Franklin and Marshall College, Lancaster, Pennsylvania

HERRON, WILLARD G., W. G. Herron, Consultant,  
Washington, D. C.

HESS, ALAN CHARLES, Public Relations Officer,  
Austin Motor Company, Limited,  
Longbridge Works, Northfield, Birmingham, England

HEWLETT, HORACE W., Director of Public Relations,  
Amherst College, Amherst, Massachusetts

KELLEY, LAMAR, Manager, Public Relations Department,  
Allegheny Ludlum Steel Corporation, Pittsburgh

KRIEBEL, RICHARD T., Director, Public Relations,  
Polaroid Corporation, Cambridge, Massachusetts

LEE, RICHARD C., Director, News Bureau,  
Yale University, New Haven, Connecticut

MALLOY, T. H., Texas Manager,  
Braun and Company, Public Relations Counsellors, Dallas

MANSFIELD, HAROLD, Director of Public Relations & Advertising,  
Boeing Airplane Company, Seattle

MARCH, STANLEY R., Director, Public Relations,  
Carnegie Institute of Technology, Pittsburgh

McGINNIS, EDWARD F., National Director, Public Relations,  
American Legion, Washington, D. C.

MUSSATTI, JAMES, General Manager,  
California State Chamber of Commerce, San Francisco

NUNN, WILLIAM L., Director, University Relations,  
University of Minnesota, Minneapolis

SHORES, J. B., Director, Public & Employee Relations,  
Texas and Pacific Railway, Dallas

SIMONS, CHARLES E., Vice President-General Manager,  
Texas Mid-Continent Oil & Gas Association, Dallas

STEVENSON, WARD B., Pillsbury Mills, Inc., Minneapolis

WAGNER, JOHN W., Director, Public Relations  
Texas Mid-Continent Oil & Gas Association, Dallas

## ASSOCIATE MEMBERSHIP

BOLES, WILLIAM A., Assistant Director, Public Relations,  
Bell Aircraft Corporation, Buffalo, New York

CLOYD, MARSHALL S., Vice President & Director of Advertising,  
First National Bank in Dallas, Dallas

IRVIN, LAWRENCE K., JR., California Farm Bureau Federation,  
Berkeley, California

### Management May be Too Reluctant to Clean Up

Because of the cost involved, the reluctance on the part of some industrial managements to take prompt and voluntary action to clean up pollution is understandable. It is a very great responsibility to decide when and how to do it. Often it seems easier — even safer — to delay.

But from the point of view of the public, this delay seems nothing but pure cussedness. The public knows nothing about the technical problems involved. It knows little or nothing about the costs. It generally thinks that smoke and fly-ash result from carelessness. Many "reformers" have tried to make out that cleaning up air pollution could be made to pay for itself, through reclamation of metals and other valuable products now going out the stacks. There are such instances, of course, but certainly not many managements are failing to clean up waste problems where it can be shown that there is a chance to make something on the investment — or even to break even. The great bulk of the air and water pollution problems in the country cannot be considered in any light but that of a public relations investment.

### A Huge Investment in Community Good Will

There seem to be no good figures as to what the total size of that investment might be, on a national scale. Recently Pendray & Leibert made a sampling survey of expenditures by 75 leading companies for air and water pollution elimination during the last two years. Though most of these companies have engaged in activity along this line, some have not segregated their costs in such a way as to provide a definite figure, or for one reason or another preferred not to disclose their expenditures. Figures were obtained, however, from 50 — two-thirds of the group. These 50 companies have spent, on air and water pollution elimination, a total of somewhat more than \$35,000,000 in the last two years, and plan further expenditures of at least \$32,500,000 in the next two years.

If these companies can be taken as typical, industry as a whole may now be spending \$200,000,000 to \$300,000,000 or more per year for the elimination of air and water pollution — sums that may

run to three billion or more in the coming decade.

Some leading companies are spending very large amounts of money. For example, Standard Oil Company (New Jersey) and associated companies tell us they have spent \$5,000,000 in the last two years, and will spend another \$5,000,000 in 1950 and 1951. Dow Chemical Company reports that it has spent \$3,000,000. The Ford Motor Company reports that it has spent \$1,500,000 in two years. The Jones & Laughlin Steel Company has spent \$220,000 in the last two years, and plans to spend \$1,500,000 in the next two years.

Of the companies that are making large investments in this form of community good will, but do not wish to be specifically named, one large utility has spent nearly \$1,500,000 in the last two years and will spend a like sum in 1950-51. A large chemical company has spent \$2,000,000; another \$3,000,000 and still another \$5,000,000. A major steel company has spent \$2,250,000, and plans to spend at least another \$2,000,000. A large metals company plans to spend \$3,000,000 in 1950 and 1951.

These figures are a powerful answer to the charge that big industry is dragging its feet in this program. But they do not represent a drop in the bucket

compared to the total investment that would be required to clean up the whole problem. It will certainly cost many billions.

And this estimate of cost would cover only the things we now know how to do: the control of smoke and fly-ash, and the removal from stacks and drains of quantities of gases and liquids for which there are methods and equipment already developed. An additional large investment, of proportions that now could hardly even be estimated, would still have to be made for research in the elimination of trace quantities of sulfur dioxide, fluorides, nitrogen oxides, and other materials still emitted by combustion and chemical processes, and which are currently beyond the reach of practical technology.

Industry thus finds itself confronted with a formidable task — one that is growing increasingly tough as industry and populations grow, as the country becomes conscious of the desirability and possibility of clean air and water.

### Making the Most of the Investment

Experience with the public relations aspects of this problem in numerous communities, and in relation to many kinds of companies, shows, as might be expected, that each situation has its own individual characteristics and has to be dealt with in its own way. But these suggestions may prove useful:

*In the first place*, no new plants ought hereafter to be designed or built which do not provide adequate facilities for the control of smoke, fly-ash and the more common gases of combustion. If the processes used in the plant are likely to give rise to any corrosive, poisonous or evil-smelling waste products, these should be adequately trapped or neutralized, and suitable disposal arrangements made which will not disturb the community. The cost will be much less if they are built into the new plant than if added later. And the gain in good relations will be enormous.

If the new plant is to be located in an area where the present population is small, do not assume that the population will remain so. Plants attract people, and every plant should be planned with the future community's welfare in view. Forethought at the time of building will save dollars and headaches later.

*Second*: If a currently operating plant is emitting visible smoke, fly-ash or ob-

### EDITORS, NOTE!

Editors of employee publications will find valuable a series of articles on the "Hoover Report."

They are written by Dr. Robert L. Johnson, President, Temple University, and Chairman of The Citizens Committee for the Hoover Report. The articles are available in a booklet titled "Employee Information," and may be obtained from The Citizens Committee for Reorganization of the Executive Branch of the Government, 15 West 46th Street, New York 19, New York.

jectionable gases, or putting noxious materials into nearby waters, assume that these conditions will presently have to be cleared up, whether or not any local organized objection has as yet appeared.

If you have to do with such a plant, make engineering and other appropriate studies at once. If the cost of curing the situation is too great to tackle in one bite, break it down into a series of practical steps, and start a two, three or five-year plan to eliminate the nuisance. Then, tell the community about your program. Don't fail to tell the whole story, including the cost. It is primarily an investment in good public relations. You should spend the small extra money and effort needed to get the full benefit.

*Third:* If an agitation has already been started against a plant, the management should not stubbornly oppose it, or refuse to discuss it, or speak as though it constantly had legal counsel at its elbow. Legal advice is a good thing to get — a necessity if there are suits or threats of suits. But good community relations can be maintained only through candor, honesty and willingness to deal openly with common problems. Skill in presenting the story fairly will be needed. Experienced professional public relations counsel can prove invaluable at this point.

*Fourth:* If you are honestly convinced that your plant is being unjustly accused of air or water pollution when the blame belongs somewhere else, or if the problem is of mysterious or unsettled

origin, or if there are real and basic technical reasons why the wishes of the community cannot be complied with except at prohibitive or disastrous cost, be frank to say so, but with facts, reasons and explanations. It is not necessary to point a finger at others. Rather be willing to help underwrite the cost of an objective technical study of the community's pollution problems to bring out the facts, agreeing in advance, of course, to undertake your share of the cure when the technical data are all in.

Sometimes a large company, or a group of companies, may appropriately underwrite the cost of such a community study, as a public service. If this is done, the work should always be turned over to some agency of known integrity and lack of bias. Never should a study of this kind be undertaken in circumstances that suggest a whitewash, a minimizing of the problem, stalling, or an attempt to confuse the issue or throw blame elsewhere. A properly conducted study, accompanied by appropriate public relations procedures, can often result in warm community relations, in credit for industrial leadership, and the solution of the pollution problem with least cost or dislocation to anyone in the community.

### Industry Is Part of Community

In this day no company can afford to think of itself as something apart from the people of the communities in which it operates. Their welfare and its welfare

are closely bound up together. The people of the community have a perfect right to expect good industrial manners, even though it is obviously impossible, in an industrial civilization, to have our air and water as pure as they were when the country was inhabited only by Indians.

It seems to me the time has come for all of industry to face and discuss the pollution problem frankly.

What may be needed is a *national* study of air and water pollution, supported as a public service by business associations and major industrial and utility companies, with a view to developing the broad outlines of a national program. Such a study would involve measuring and defining the principal types of pollutants, evaluating present methods of dealing with them, spotlighting the areas where elimination of pollution is most urgent, gauging such factors as weather, air currents and the like, pointing out non-industrial sources of pollution which must also be dealt with, estimating the costs, and establishing some sort of general time-table on which business industry and the public can approach an ultimate solution without undue hardship.

It is certain that Americans want and mean to have clean air and water — as well as jobs, industrial prosperity and the products of industry. I believe industrial management and stockholders want these things too.

## MANAGEMENT

"Management is the process of the care and feeding of ideas. Just as with the child's birth, parents are born — so with the birth of an idea, the opportunity for management is born. Just as the child has parents for its care and feeding, so with ideas management serves this vitalizing function. The processing of ideas brings management into existence. Their nurture is management's positive reason for being." — from "The Care and Feeding of Ideas," by Curtis H. Gager, Vice President, General Foods Corporation.

# BRIEFS

The Dravo Corporation, Pittsburgh, is unique in many of its approaches toward better employee relations. One of their activities is outlined in a brochure titled *Put On Your Thinking Cap*. It announces Dravo's "Twelfth Annual Technical Papers Competition." It is designed to stimulate employee thinking in interpreting the diversified activities of the company. An introductory paragraph reads: "There is a great store of talent within the Dravo organization which is capable of transmitting its technical knowledge to fellow-employees and the public generally." Five-hundred dollars in prizes are awarded with a first prize of \$150. Rules are simple and require, among other things, that papers be delivered before a recognized scientific, business or trade association or published in a magazine covering the same fields. The assistance of the corporation's advertising department is offered in the following areas: — ideas, writing assistance, selection of media, subject matter, photographs, slanting, editing, and correspondence with editors.

— BRIEFS —

Dr. Harold G. Moulton, President of the Brookings Institute, speaking in Cleveland on March 22nd, told management executives, among other things, that our current program of government expenditures in excess of income is the major hazard to the future of our economy. He pointed out that "what we must decide now is the burdens our children and grandchildren shall assume in connection with these (government) programs — without giving them any voice in determining the scope of such programs or what ones should have priority . . . The American economy is not, in my judgment, strong enough at present to carry the accumulated load. If current trends are not checked, the mounting tax load and the continuance, in any case, of fiscal uncertainty and instability will surely, if perhaps slowly, undermine the system of private enterprise, by killing the incentives to take the risks essential to a dynamic, expanding economy." — *Associated Industries News Service*, March 22nd.

— BRIEFS —

"In 1913, when the first income tax law was enacted, the maximum rate was set at 7%. Last year, the combined normal and surtax rates on the largest incomes were more than 82%." — *California Feature Services*, March 6th.

— BRIEFS —

*Twenty-four Hours of Progress* is the working title for a new motion-picture being produced by Louis de Rochement for the Oil Industry Information Committee. It is a 30-minute black-and-white film designed to provide a 'round-the-clock story of twenty-four hours in the United States, and the role that petroleum and petroleum products play in the lives and habits of the nation's 150 million residents.

Philip C. Humphrey, Manager of the Public Relations Department, The Texas Company, New York, is Chairman of the OIIC committee, charged with preparation and production of this new film.

— BRIEFS —

A helpful tool for the stockholder relations man has been issued by *The Financial World*, New York. Titled "Stockholder Relations Handbook," it deals with the history and background of corporate reporting, the organization of the annual report, features to consider in humanizing the report, physical aspects such as size, format and typography, distribution of

the annual report and a description of stockholder relations techniques. Available from *The Financial World*, New York, at \$1.00.

— BRIEFS —

It is charged that the *Langer Bill*, S1847, constitutes a threat to the freedom of all advertising. An organized minority has sponsored the bill in Congress to prohibit the advertising in interstate commerce of a legal commodity. It proposes to "prohibit the transportation in interstate commerce of advertisements of alcoholic beverages, and for other purposes." The emotional or social issues involved are not part of our concern, but it is believed that this action on the part of a minority constitutes a threat against all advertising and, therefore, properly becomes a matter of concern to all interested in freedom of communications media. It is discussed in detail in: *The Advertiser*, February 1950.

— BRIEFS —

"Our management of today can be accused of managing too much and of thereby preventing its employees from understanding why management is necessary and what it does. Beyond the four walls of the shop, however, management 'manages' far too little. It does not assume responsibility and authority for matters which are definitely management's concern since they directly affect the economic success, if not the survival, of the business. The failure of management to take responsibility in these areas must be interpreted by the community as an indication that management is unable to perform its proper function. And, since somebody has to discharge these functions, the community is forced to search for another agency — and that inevitably means government intervention and government regulation narrowing and circumscribing the scope, authority, and freedom of management." — excerpted from "Management Must Manage," by Peter F. Drucker, *Harvard Business Review*, March 1950.

— BRIEFS —

The Aetna Life Affiliated Companies, Hartford, Connecticut, produce an amazing variety of exceptionally fine literature devoted to various phases of their activity and interest. Among booklets recently issued is one titled "Breaking Into Print." Designed as a handbook concerning the importance of press relations to the local insurance man, it is extremely well organized. It provides the insurance man with a simple and easily understood answer to his question, "Why is press relations important to the local insurance salesman?" The answer, states the booklet, lies in the fact that if the insurance salesman is well and favorably known in his community, he will find it easier to sell insurance.

— BRIEFS —

Your editor was recently "subpoenaed" by the public relations department of the Hollywood Beach Hotel, Hollywood, Florida. The official-appearing document arrived by first-class mail and required that the subject of the subpoena appear at the Hollywood Beach Hotel on a designated day and hour to "testify in behalf of the speed of certain designated equines . . ." A technique which gained attention even if not attendance.

— BRIEFS —

Providence, Rhode Island, last year cut its pedestrian traffic fatalities 30% by use of a "Mystery Jay-walker" stunt and

## BRIEFS — Continued

similar dramatizations directed at those who jay-walk. A wave of public interest in pedestrian safety was created by the stunt, and five "Mystery Jay-walkers" who were caught provided their captors with prizes ranging from \$40 to \$110. The plan, organized by Mayor Roberts of Providence and Mr. Ten Eyck Lansing, Providence public relations counsel, is scheduled to continue on an annual basis. It is described in detail in: *The American City*, March 1950.

### — BRIEFS —

How big companies view their civic responsibilities is presented in statements outlining the community-and employee-relations policies of such firms as Allis-Chalmers, Burroughs Adding Machines, Bridgeport Brass, General Electric, IBM, International Harvester, Remington-Rand, Sylvania Electric, U. S. Pipe and Foundry, and Westinghouse Electric. The statements appear in *The American City* for March 1950 and are available in reprint form — together with two pages of similar statements from other companies which were formerly published by the magazine. Write to 470 Fourth Avenue, New York 16.

### — BRIEFS —

A New York minister asks "Is it possible to prevent the collapse of our economic order?" It was only eighty years ago, he points out, that England first passed legislation that made it possible for the people to dip into the national treasury and vote economic benefits for themselves. "It has taken just eighty years for England to exhaust the savings of four centuries. Has anyone learned anything by it? Have we learned? Not at all. We are preparing as rapidly as we can to follow England's example." Excerpted from "The Business Man and Religion," by Dr. Paul Austin Wolfe, Brick Presbyterian Church, N. Y., in *Trends*, March 1950.

### — BRIEFS —

Many excellent annual reports have crossed the editor's desk recently. We single out one received from Monsanto Chemical Company because of a unique feature. A two-page insert containing a "Glossary of Financial Terms" is included with each report. It interprets those terms frequently misunderstood by other than those skilled in financial matters. The insert is printed on stock of a color different from that of the report and thus engages attention.

### — BRIEFS —

"How Much Does A Vice President Cost?" Thus is captioned the current institutional advertisement of General Mills. Sixth in a series of ads designed to interpret the company behind the products, it is a most effective one. Scheduled for March appearance in the *Saturday Evening Post* and *This Week*, it may also be examined in the April 16th issue of *American Weekly*.

### — BRIEFS —

Four common deficiencies in institutional advertising are discussed by researcher George Gallup in the March, 1950, issue of *The Advertiser's Digest*. Dr. Gallup lists these defects as: "(1) much of our institutional advertising is not comprehensible to the average citizen; (2) it looks hard to read, and, therefore, isn't read; (3) that it is of the one-shot variety; and (4) it does not speak in terms of the readers' interests."

### — BRIEFS —

Some firms have encouraged qualified executives and department heads to secure temporary school credentials through the local school authorities. Teaching worthwhile occupational subjects one or two nights a week can be a very

productive community service in this age of curiosity about what makes business tick. — *Personnel News Bulletin*, California Personnel Management Association.

### — BRIEFS —

"Whatever the motives behind a government-dominated economy, it can have but one result, the loss of individual liberty in thought, speech and action. A guaranteed life is not free. Social security is a step toward the abrogation of the individual and his absorption into that robot which he has invented to serve him — the paternal state." — from the preface to *Knickerbocker Holiday*, by Maxwell Anderson.

### — BRIEFS —

Writing in *Brief*, General Electric's magazine for foremen and supervisors, Mr. H. L. R. Emmet points out that the question of employee relations was an old subject of human discussion when the pyramids of Egypt were built, and that our children's children will go at it with the same zest, piety, sanctimony and righteous indignation that we do and that our fathers did before us. Nevertheless, Mr. Emmet cautions that "it may be that in years to come our ability to deal simply and successfully with the question of such relationships in industry will prove to be the salvation of the free society we know so well and cherish so dearly." He states that his experience (20 years as a Works Manager) reveals that there are three things about which there exists the greatest amount of misinformation and misunderstanding in American factories and factory communities. The three of them are: "(1) the justice that is meted out to each individual employee; (2) our attitude toward the trade union question at the factory level; and (3) perhaps the most difficult of all, the question of informing our employees about our business activities and about our mutual relation to them."

### — BRIEFS —

"If our goal for American business is greater strength, our major effort must be toward greater productivity. The logical place for us to start on productivity is with our own employees. There are 37 million of them — each having a family. Together they add up to over half our population. These millions can be made crusading champions of our system if their own experience convinces them that the American way is worth fighting for . . . If they realize that the loss of the American way of doing business means the destruction of the American way of working, living, and playing — and even, I might say, the American way of dying . . . The obvious way (to accomplish these objectives) is to make our 37 million employees participants in our business. The obvious way is to encourage them to be enterprisers in their own right." — from *Every Man An Enterpriser*, by Lansing P. Shield, President, The Grand Union Company.

### — BRIEFS —

In duPont's employee magazine, *Better Living*, an interesting experiment is described. At the firm's Newburgh, New York, coated fabrics plant, one employee was given his week's wages in silver dollars. Silver dollars are a rarity in Newburgh. Thus it was easy to follow them as they changed hands over and over again. The lead article in the March-April issue of *Better Living* traces the course of these 60 dollars and indirectly the course of the entire duPont payroll in the Newburgh area. Several pages of photographs and maps show the spread of the silver dollars and those who handled some of them as they moved from shoe store, to barber, to grocer, and on throughout the community.

The law was promptly amended to provide for the present plan, approximating a "pay-as-you-go" program with substantial reserves against cyclical variations in calculations of payroll taxes.

## Funds Must Be Invested

Today we are facing similar considerations as they relate to private pension plans, with no such simple solution. If a majority of the employed workers of America were to be covered by private pension plans, adequate to supplement the present Social Security provisions, the annual deposits would add billions to the present rate of private savings. The new annual capital available for investment could be approximately doubled within a few years.

It is important to recognize that these funds as they accumulate must be invested. No sound plan can be built today on the assumption of saving money, to remain in the form of money. We do not build annuities on a foundation of dollars paid in this year, to be withdrawn thirty years hence, in the same amount. We must assume that the deposits of this year will be invested, will earn rentals, and that the earnings in turn will be invested; in other words, compounded. In this way the deposits of this year, invested at 2½% and compounded, will be more than doubled in thirty years. The corpus of a pension reserve is not an amount of sterile money in a safe deposit box. It is part and parcel of the capital employed in the production of goods and service.

## Present Estimates of Cost Must Be Nearly Doubled

Some economists admit the possibility of useful investment of such a flow of capital, for a few years at least. But almost all agree that one result would be a rapid decrease in the rental value of all invested capital. Conservative funded pension plans today work on the assumption of earnings of approximately 2½% on the invested funds. Economists indicate that this rate must be expected to drop to 1% or less, possibly in 10 years, if funded pension plans become the general pattern. As the rate of earnings on invested funds drops, the annual contributions by employers and employees must be correspondingly increased, if the fund is to remain sound. Therefore it is logical to conclude that present estimates of the cost of pension plans, in

terms of annual deposits, must be nearly doubled to offset the probable reduction in what those funds can earn when they are invested.

## Private Pension Plans Do Not Provide for Change of Employer

Some of the background facts which are more commonly considered need to be repeated if we are to approach the present problems with reasonable intelligence. Frequent reference has been made to the fact that private pension plans, by their nature, cannot be generally transferable. Even with liberal vesting rights, the employee cannot retain his old age security under a private pension plan, and still enjoy the right to change employers. We still believe that this mobility is an essential part of our American economic system. If pension plans destroy this mobility, they may be partially destroying our incentives to enterprise and improvement. If workers continue to exercise this right of mobility in spite of pension plans, the private pension plan cannot supply the degree of old age protection which we want as a feature of national policy.

## Early Private Pension Plans

Another important item of background requires frank recognition. Many of the early private pension plans had two purposes related to the self-interest of the employer. The first was the advantage over other bidders in the labor market, who did not offer pensions in addition to wages. Obviously this advantage disappears when pensions become the general fashion. The second was to discourage "quits" by employees, who by quitting their jobs lost their attained pension rights. This purpose continues even when pension plans become general. It has an effect even more serious than the brake on mobility.

To attain pension rights which are worth-while, a worker must have a minimum span of years to work before reaching retirement age; in the recent major plans, 25 or 30 years. Translated to hiring policies, this suggests a maximum hiring age of 35 or 40. This is not a theoretical danger, but a real one which has already appeared. Those of us who are already working with sound private pension plans are facing the problem, almost daily, of the superannuated employee whose length of service is too short to provide an adequate supple-

mental pension, no matter how liberal the pension plan may be. Thus we emphasize again that private pension plans are not a satisfactory method of providing basic or minimum old age security.

Private pension plans, either for the single employer or for the coal mining industry, can obviously never be safe and sound on a "pay-as-you-go" basis.

There is insufficient spread of risk, and the reserve against cyclical fluctuations would need to be many times greater than in the case of Federal Old Age and Survivors Insurance.

Public relations people should consider this problem as part of their educational program. It is an integral part of the economic understanding which many have pledged themselves to disseminate. *Pensions and Their Real Meaning* aptly may be the heading of this area of understanding for which they share responsibility.

## Summary

To sum up the principal elements in the background of the problem, which we have been discussing, we find the following understanding is necessary:

1) Our nation is seeking a form of old age security which will permit the superannuated worker to live as an individual, and as a member or head of a family unit.

2) This security cannot be provided by pension checks or government checks, but only in the form of food, clothing, housing, medical care and all other needed goods and services, currently produced by workers who have not retired. Thus the productivity of the economy must be increased more rapidly than ever before to provide the tangible things needed by the increased proportion of retired workers. This increase in productivity requires a new flow of capital, which funded pension plans would provide. It requires intensified research. Above all, it requires increased incentives to investors, workers and enterprises.

3) Private pay-as-you-go plans, either on an employer or industry basis, carry no security to the worker who must retire some years from now. Their general adoption and subsequent collapse could create a crisis of revolutionary proportions.

4) The general adoption of funded

(Please Turn to Page 28)

although I am willing to concede that there can be occasions when it may be beneficial for public relations to control advertising.

However, I am convinced that the ideal arrangement is for the two to work in amity and close association, helping one another and supplementing one another, but controlled individually.

The type of approach to the public should be intelligently planned on sound psychology by the two departments working in unison and thereafter, I believe, each should go into action in its own way. Certainly the methods employed are so divergent and the technical knowledge required on both sides so specialised that no one commander could control all the forces to the best advantage.

Now when the time comes for the onslaught to be launched, the British P.R.O. has, I believe, a task which differs in many ways from his confrere in the U. S. A.

In America, the public does not mind constant dragooning in the press, over the ether, on bill boards and by means of neon lights. It lives in a clamour of persuasion.

In Britain, on the other hand, the approach has to lose nothing in insistence while being more delicate in method.

There is a stubbornness in the Briton which builds up a subconscious resistance to mere publicity for sales' sake. The Briton has to be wooed where the American can be coerced.

### Methods Must Differ

To this extent your methods and ours must differ. And ours, I would say, have to be more subtle.

Although the press is only one of very many media, of course, I may perhaps be forgiven for picking it out for special mention because its use is, all in all, probably the most valuable means at our disposal of reaching out towards the public.

In U. S. A. your papers are far bulkier than their British counterparts and it is correspondingly easier to obtain space for a publicity hand-out. But in Britain the reward for obtaining publication of a paragraph is far greater for two reasons. First, you stand a far greater chance of being read in a six-page paper than in one ten times that size and second our national newspapers have vastly greater circulations than yours.

Thus it is vital for a British P.R.O. to be on good terms with the press and it is a matter for personal pride when this is manifestly the case.

British editors have grown pretty accustomed to receiving press releases from me. My stories may not be brilliant, but at least they possess one merit which distinguishes them from many issued by my opposite numbers with other motor firms. For I make it a hard and fast rule never to issue a story which is not news. Indeed, every release I make is accompanied by a courtesy form expressing the hope that the news value of the enclosed release will merit publication.

When my present stock of these forms is exhausted, I propose to go yet further and my next batch of courtesy forms will read,

"Please DO NOT USE the enclosed material if you consider it should more suitably be the basis of an advertisement.

I am anxious to maintain my established custom of supplying editors only with material containing news value."

Having always maintained this attitude towards the press, I find their response generous in the extreme. But our relationship goes deeper still.

They and the journalists on their staff as well as hosts of free-lance motoring writers know that I am glad to act as a reference library for them.

Whether the information they seek concerns my own firm or a competitor makes no difference. They know that my reference library is always at their disposal and that if I don't know the answer to any question they may put to me I can tell them where it may be obtained. The result is, I am continually rung up not only at my office but also at home on matters of general motoring knowledge. And I am glad to render this service for not only does it knit me more closely to these valuable contacts but sometimes an artless query has enabled me to get a jump ahead of a rival.

I imagine that with the multiplicity of papers published in America and with the vast distances involved between publishing centres, despite the excellence of your telephone system, such facilities would be hard for an individual P.R.O. to offer in the U. S. A., but it certainly

is very pleasant to be able, sometimes, to ask reciprocal favours instead of just asking favours.

And whilst on the subject of the press, to give you some idea of a British P.R.O.'s approach to this medium, perhaps I may finish by quoting my own Ten Commandments for public relations officers.

1. Thou shalt be honest at all times in thy dealings with press representatives.
2. Thou shalt realise that thou art the servant of the press representative, set in thine office to answer his questions. When it would be detrimental to the interests of thy firm to give an answer, tell him why and crave his indulgence.
3. Thou shalt keep the twin loyalties to thy firm and to the press constantly in focus and thus eliminate friction betwixt them.
4. Thou shalt not hedge.
5. Thou shalt not guess.
6. Thou shalt not draw red herrings across trails.
7. Thou shalt not be contented, ever, to answer "I do not know." Either thou shalt find out or thou shalt transfer the call or caller to some colleague of thine who can provide the desired "gen."
8. Thou shalt regard thy working span as 24 hours of every day.
9. Thou shalt, whenever possible, amplify thy story with pictures.
10. Thou shalt time thy releases to tie-in with national and international news.

### Observance of Principles Important

I am not alone, by any means, in setting up such personal standards of public relations conduct. Indeed I know of no genuine public relations practitioner in Britain who does not consider the observance of such principles to be of prime importance if he is to do his job efficiently.

And it is by getting such facts universally recognized that, gradually, we are overcoming the initial mistrust which confronted us and establishing the essential fact that, to function properly, the P.R.O. must enjoy the confidence of management at the highest level and be listened to in the formulation of policy.

But oh, how we envy you, our American colleagues, who have no such prejudices to overcome.

*The best place to meet a man  
is where he lives . . .*

and the *best* place to talk to a professional man  
is in the columns of his favorite craft magazine.

America's leading public relations people read  
*THE PUBLIC RELATIONS JOURNAL* every  
month.

Office equipment, visual aids, service and supply  
organizations—to suggest a few—will find ready  
readership for their advertising in the *JOURNAL*  
—readers who act—public relations executives  
who direct national programs.

And as a plus—top management leaders read the  
*JOURNAL* too—hundreds of business men look  
to the *JOURNAL* each month for “what’s new  
and what’s effective” in the public relations  
field—truly a market bonus for the *JOURNAL*  
advertiser’s dollar.

*Rates  
on Request*

## THE PUBLIC RELATIONS JOURNAL

525 LEXINGTON AVENUE

NEW YORK 17, N. Y.

*“— the voice of organized Public Relations in America”*

present law of nuisance is that both firms may escape complete liability, but only after expensive litigation.)

2) If the public relations department learns that it is impractical to prevent the nuisance and the value produced outweighs the injury, these facts and the law on the subject should be translated into the layman's language.

3) Then, by every means of community public relations — speeches, press releases, pamphlets — tell the public all the facts including the law on the subject.

### **Should Apply Law Only As Part of Program**

It is imperative to avoid the appearance of relying on the technical letter of the law to avoid obligation and liability. The public relations department should apply the law only as part of the program to give the public a more complete picture of the situation and to use, with discretion, arguments that have found favor with the law.

Tied in with the legal and other background of the problem should be a resume of the company's efforts to abate the nuisance to show that it is not shirking its responsibility to the public.

Then public opinion may decide whether the social and economic value of the company's operation outweighs the incidental harm. If, in the light of all the facts, the public decides that the nuisance is an unavoidable inconvenience, public hostility is likely to be replaced by public acceptance and realization that the social and economic value outweighs the harm. In any event, a frank airing of all aspects of the problem dispels suspicion and mistrust.

Also, there is less likelihood of lawsuits when the potential litigant knows the weight of law is against him. A board of directors, like everyone else, is impressed by concrete results. A public relations department that can show it has reduced the possibilities of expensive litigation has more than justified its existence in terms of both dollars and good-will.

This example of applying a point of law to help solve a public relations problem indicates what can be done when the law is properly applied, for law is really highest level, crystallized public opinion which touches all those human activities that it has been necessary to justify and inter-relate.

Both law and public relations deal with the relations of man and his activities to other men and their activities. The law has adjudicated these problems in the light of ethics and justice, and a public relations man can rarely act incorrectly by adapting the reasoning of these solutions to his particular problem.

This doesn't necessarily mean that one should despair if current law is contrary to the viewpoint desired. The law is inherently one generation behind the people. The dissenting opinions can provide the public relations man with the arguments to bring the law up-to-date, say, by modifying the archaic anti-trust laws to keep them abreast of modern conditions. Remember that the dissenting opinions of Chief Justice Oliver Wendell Holmes regarding labor unions eventually became the majority opinions and the law of the land.

The facts and principles of the social sciences also provide unlimited "idea" material. But these fields aren't being put to the maximum use possible. For example, in the major public relations campaign to explain the American economic system to the people, there has been a tendency to limit the arguments, facts, and illustrations to time-honored platitudes.

Yet at this moment there may be new concepts and evidence in the rarified air of economic and other social thought which might be decisive if properly applied in time. These ideas are usually embalmed in forbidding reports by specialists with a squirrel complex — they uncover a kernel of an idea, and then bury it so that only squirrels can find it.

But such ideas can be found and applied by retaining or simply asking the appropriate specialist to call these new and significant ideas and evidence to one's attention. After all, it's merely a

matter of going to the right person or reference book.

An excellent example of what can be done by applying facts normally hidden in forbidding reports was the published comparison of the findings of a government agency of what an American and a Russian worker could buy with their respective wages.

The same research methods can be used with as great success in the more inexcusably neglected fields of sociology and cultural anthropology. Both sciences are gold mines of public relations principles because they indicate how men and women act and react as individuals and as members of a group.

Let us assume by way of illustration that a public relations agency is retained by a business group which desires to combat falling real estate values in the commercial heart of a large city.

The agency's first step could well be to consult sociologists who specialize in the study of social disorganization and the study of cities themselves. They can diagnose with the necessary scientific detachment the conditions responsible for the disliked conditions, and the solutions other cities have tried in similar cases which would be likely to prove successful if tried in this instance.

The second step is for the agency and the group retaining it to agree on the most practical solution, and the final step is to follow up the decision with a campaign containing the facts needed to arouse public opinion to approve the needed remedial measures.

Public relations has developed successful techniques to communicate facts and ideas. But neither a river nor profession can rise higher than its sources. That is why public relations should use every possible source of research to better achieve its goals.

### **TRAINING FOR PR IN AGRICULTURE**

The University of Denver, in cooperation with the Foundation for American Agriculture, is inaugurating a graduate school for the training of public relations people in agriculture. The new school, to be known as the Institute of Rural Information Service, is to be a two-year course open to graduates of agricultural colleges, or their equivalent, who have been selected for scholarship by various industrial firms interested in agriculture and rural America.

# PRSA TO STUDY ANNUAL AWARDS PROCEDURES

## THEODORE R. SILLS TO HEAD COMMITTEE

THE PUBLIC RELATIONS SOCIETY OF AMERICA will conduct a study of its annual awards to re-appraise selection methods and Society objectives in the administration of an awards system, it has been announced by J. Handly Wright, PRSA president. Theodore R. Sills, Chicago, has been named chairman of the committee to study the problem, and the members of the group, to be known as the Committee to Study Society Awards Procedures, will be announced later. It is hoped that a complete report will be available to be presented to the membership at the PRSA Third Annual Meeting in New York, December 3-5.

In all probability no awards will be made by the Society during 1950, pending final determination to be made by the membership based on findings of the Sills Committee. Customarily, annual citations in the form of illuminated scrolls are given at the Society's Annual Meeting to one individual whose professional competence has been outstanding during the year; and to a leader in American life whose organization's program has been singularly effective in the public interest.

In 1949 Dale Cox, Director of Public Relations, International Harvester Company, Chicago, received the professional proficiency award which cited "... recognition of his leadership in and contribution to the public relations profession;" and General Robert Wood Johnson, Chairman of the Board, Johnson & Johnson, New Brunswick, New Jersey, received the public interest award "in recognition of the consistent and outstanding application of sound public relations

philosophy and practice in his business, in civic leadership, and in service in the public interest."

PRSA's Awards Committee, as established by the By-Laws consists of nine active members, three appointed each year by the Board of Directors, each to serve for a period of three years. W. Howard Chase was chairman of the 1949 committee, but the Board of Directors has not named a 1950 chairman.

In naming Sills chairman of the awards study group, President Wright indicated that growth of the Society (with eight chapters and at least two more being formed) required a re-evaluation of awards methods to ascertain that all members are acquainted with procedures for calling attention of the awards committee to meritorious contributions being made in the public relations field; and to discuss whether some plan of screening nominations for award consideration either by states or by chapter areas should be considered. He indicated that the Society's stature in the field demanded a careful study of the awards system in general, as well as the methods of approach to the problem of selection. Some members have pointed out that, due to the restricted nature of information pertaining to some programs where national security is involved, discussion or evaluation is not possible.

Whether or not the Society should make awards, and if so, how best to do an equitable job of encouraging suggestions of people and programs worthy of commendation, concerns every member who has long-range aspirations for our profession and our Society's position, Mr. Wright said.

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## WHAT IS A LIBERAL? — Continued

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form that brings confusion, chaos, and an ultimate return to reaction.

In addition to possessing such sagacity and virtue your true liberal, to make his liberalism worth anything, must have qualities of leadership. A liberal who cannot make his voice heard, who cannot cause his wisdom to be heeded, is about as effective as an expert poker player who has no money. And he must be a man of his day — for yesteryear's liberalism is today's conservatism, next year's liberalism today's radicalism. So what does it all boil down to?

*A true liberal is a leader endowed by wisdom, courage and restraint with the ability to guide society to the greatest measure of political, social and economic progress it is capable of achieving without distress, confusion or the risk of reaction.*

Now, who has measured up fully to these concepts of liberalism? What individual — never mind group — has

proved such a paragon of knowledge, sagacity, valor and caution as to warrant the badge of "liberal," according to this table of weights and measures? None. Not any. All claims to such mighty stature are false, specious and to be rejected upon presentation. Have any made, say, a substantial approach to the status of true liberalism? A "near miss?" Some. However, the impulse to list them here is under firm control. I do not wish to bring down the wrath of groups whose favorites may be omitted nor do I want to be thrown out on my ear from other circles for including names that might be anathema to them.

### And Further . . .

Moreover, quite a few come close to the liberal mark in one respect while getting entirely off the beam in another. For example, a political leader may measure up pretty well in domestic matters, yet prove too conservative, or too

radical, or quite naive, in foreign policy — and *vice versa*. Some have voiced notions inviting sound political or social progress, yet proved veritable zanies on the economic side of the fence — and, again, *vice versa*. One tycoon of my acquaintance had fairly liberal ideas in the fields of politics and economics, but was such an arch reactionary with regard to matters of family discipline that his own 20-year-old daughter was not permitted out after 9:30 in the evening.

One more word. Just as those who claim to possess manners or breeding or good taste prove by that very token that the reverse is true, those who clamor for the badge of liberalism must be suspected of having greater interest in recognition than in the furtherance of human progress. "I consider it a great homage to public opinion," wrote canny Benjamin Disraeli in 1834, "to find every scoundrel nowadays professing himself a liberal." Let politicians take heed.

## MURPHY-LILLIS, INC.

### *Film Specialists to Industry*

• INDUSTRIAL

• TRAINING

• TELEVISION

59 PARK AVENUE

NEW YORK, N.Y.

### State Loan Associations Launch PR Program

(Continued from Page 13)

Following the last meeting of the series, an evaluation questionnaire was mailed to every licensee in the State, asking the manager to comment on the program as a whole, on the speaker, the educational film, and on our employee pamphlet. Managers were told to express themselves freely and care was taken to provide them with anonymity. With this opportunity for a confidential "post mortem," it was found that managers freely responded to our survey. Over thirty per cent of the managers returned the questionnaire within three days after receiving it. One hundred per cent of those replying answered "yes" to the question, "Do you believe that the meeting was well planned for building good will with employees?" The same percentage responded in the affirmative to the question "Do you consider the time and cost per person attending this program worthwhile?"

As a result of our survey, our industry's leadership know that better personnel relations has resulted for participating companies and this, in turn, has assured the industry of a firm foundation for future constructive public relations programs for customers, stockholders and the community at large.

## CLASSIFIED ADVERTISEMENTS

When answering ads please address as follows: Box number, THE PUBLIC RELATIONS JOURNAL, 525 Lexington Avenue, New York 17, N. Y. Rates: "Positions Wanted" 60c per line, 5-line minimum; "Help Wanted" \$1.00 per line, 5-line minimum. All classified ads payable in advance.

### POSITIONS WANTED

#### PUBLIC RELATIONS — ADVERTISING PROMOTION

Specialist in public relations; heavy experience writing; complete production brochures, direct mail; publicity; printing, graphic arts; research; radio; solid organizer, contact, idea man; versatile, adaptable, capable. Box L-4.

AMBITIOUS, CAPABLE AND CONSCIENTIOUS journ., adv. grad. with broad experience in local, state and international public relations, desires position with industrial firm. Background reflects PR program direction, policy, press conference management, public speaking, research; and preparation, editing, and distribution of scripts, releases, speeches, pamphlets, etc. Some exper. in layout and production. Work should demand imagination and responsibility and offer permanence and growth. 31. Married. Box R-4.

PUBLIC RELATIONS ACCOUNT EXECUTIVE of known organization desires association with firm or agency. Mature, astute judgment. Free-lance, Agency, News Editor experience. 28 yrs. old. Box C-2.

### PR and the Changing Concept of Security

(Continued from Page 23)

private pension plans would create a problem of investing the reserves. If investment opportunities could be continuously found, earnings rates would decrease so sharply as to destroy the soundness of the plans.

5) Private pension plans cannot be made sufficiently transferable, from one employer to another, to create a satisfactory form of basic security for all workers.

6) Basic dependence on private plans will seriously reduce employment opportunities for workers over 35.

7) The problem demanding all the statesmanship we can muster is that of the best balance between basic or minimum security, as a government responsibility, and supplemental retirement income, as a responsibility of workers and employers. The problem also includes attaining the necessary balance between security and incentive; incentive to produce, incentive to save and to invest.

CANADIAN, WITH 16 YEARS EXPERIENCE AS EDITORIAL WRITER, political commentator. University and law school graduate. Now in New York. Consultant for Canadian operations or writer for American public foundation or industry. Single. 40 yrs. old. Box G-1.

YOUNG MAN — 27 — STRONG INTERESTS AND ABILITIES IN PR, college graduate, experience in PR and promotional activities, desires opportunity to prove abilities and potentialities. Recent graduate work in journalism. Veteran. Willing to travel. Box S-4.

WIDE INDUSTRIAL, UTILITY, AND FOREIGN GOVT. PR EXPERIENCE plus 3 years general assignment, rewrite, beat coverage on big metropolitan daily. Excellent writer and contact man. Age 32. New York City resident. Box K-4.

PUBLIC RELATIONS EXECUTIVE — Experienced in community, employee, stockholder and customer relations. M.S. degree in PR. Seeks position with industrial concern, trade association or agency. Box L-3. INDUSTRIAL PR — MAN, 34. Unique background including advertising, sales promotion and writing. Former partner small N. Y. PR firm. Seeks permanent responsible position in PR field. Box H-1.

PUBLIC RELATIONS — OPINION RESEARCH. Experience in unearthing, analyzing employee and community attitudes, setting up remedial PR programs. Have counseled many corporations and associations on employee and community relations techniques. Good public speaker; experienced in conducting meetings; know economics. Age 32. Box S-6.

### WHERE DO YOU STAND?

The following "yardstick" for executive measurement is from the February 1, 1950 newsletter of The Associated Industries, Cleveland, Ohio:

"If you can call more than 100 employees by their first names, you deserve real credit. If you are close enough to them to know their prides and satisfactions, their gripes and irritations, you are unusual among executives. If you succeed in getting them to understand your objectives and to appreciate that you are interested in them, then you are in a class by yourself."

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# PUBLIC RELATIONS SOCIETY OF AMERICA

INCORPORATED

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